UNIVERSITÉ DU QUÉBEC À MONTRÉAL

WHAT INFLUENCE THE PROVISION OF TRAINING AND DEVELOPMENT FOR CHINESE EMPLOYEES IN MULTINATIONAL CORPORATIONS?

THESIS
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QUELS SONT LES FACTEURS QUI INFLUENCENT LES DISPOSITIFS DE FORMATION ET DE PERFECTIONNEMENT PROFESSIONNEL POUR LES EMPLOYÉS LOCAUX EN CHINE DES SOCIÉTÉS MULTINATIONALES?

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LIST OF ABBREVIATIONS

CCT	Cross-cultural training
CEO	Chief executive officer
FDI	Foreign direct investment
HCN	Host-country national
HR	Human resource
HRD	Human resource development
HRM	Human resource management
IDV	Individualism
IHRM	International human resource management
IJV	International Joint-Venture
ISD	Instructional Systems Design
LTO	Long term orientation
MNC	Multinational corporation
PDI	Power distance index
POS	Perceived organizational support
SOE	Stated-owned enterprise
SPSS	Statistics Package for Social Science
TWI	Training Within Industry
T&D	Training and development
UAI	Uncertainty
UQAM	Quebec University in Montreal
WFOE	Wholly Foreign-Owned Enterprise
WTO	World Trade Organization

RÉSUMÉ

Cette étude vise à explorer les facteurs qui influencent les dispositifs de formation et de perfectionnement professionnel pour les employés locaux en Chine des sociétés multinationales. Deux questions de recherche ont guidé l'étude. La première ayant pour objectif d'identifier les facteurs potentiels de rejet et la seconde, à l'opposé, de reconnaître les facteurs qui peuvent influencer positivement la dotation des dispositifs de formation et de perfectionnement professionnel pour les employés chinois locaux au sein des entreprises multinationales. Basé sur une analyse de la revue de littérature systémique de la formation et du perfectionnement professionnel en Chine, 14 facteurs ont été proposés pour mesurer les questions de recherche. Un questionnaire auto-administré a été utilisé pour la collecte des données de l'échantillon de personnes travaillant dans des entreprises multinationales. Un total de 74 réponses a été finalement utilisé pour l'analyse de données.

Les conclusions essentielles de cette étude indiquent que trois facteurs parmi les 14 proposés n'étaient pas associés à la dotation de formation et de développement professionnel. Il s'agit de l'expérience et des compétences linguistiques pour la communication internationale, du renouvellement du personnel et des exigences liées aux promotions ou aux augmentations de salaire. Les résultats ont également montré que les dirigeants et les employés des multinationales possèdent une vision similaire quant aux facteurs guidant les dispositifs de formation et de développement professionnel. La dernière conclusion marquante indique que les facteurs décisionnels de dotation en matière de formation et de développement professionnel varient en fonction des années d'expérience de ces sociétés multinationales en Chine. La plupart des études réalisées sur la gestion des ressources humaines internationales portent sur la formation des expatriés, cependant peu de recherches ont été entreprises sur les besoins de formation pour les ressortissants du pays d'accueil au sein des entreprises multinationales. Cette étude vient ainsi contribuer à la littérature existante par l'adjonction de connaissances pertinentes dans le domaine. Les résultats de cette étude peuvent aider les décideurs ainsi que les prescripteurs des entreprises étrangères à jouer un rôle proactif dans le processus de décision lors de la mise en place de la formation et du perfectionnement professionnel à l'attention des employés locaux en Chine, ainsi que de donner des informations de valeur pour les employés qui veulent développer une meilleure connaissance de la gestion des décisions au sein de leur entreprise et à être plus actifs lors de perfectionnements futurs.

Mots-clés: formation et développement professionnel, sociétés multinationales, nationaux du pays hôte, expatriés

ABSTRACT

This study aims to explore factors that influence multinational corporations' provisions of training and development to local employees in China. Two research questions guided the study, by asking both the selection and rejection factors that may influence the provision of training and development to Chinese local employees within multinational corporations. Based on a systemic review of training and development literature associated with the Chinese setting, 14 factors were proposed to measure the research questions. A self-completion questionnaire was used for collecting data from the sample of people who work in multinational corporations. A total of 74 responses were finally used for data analysis.

Significant findings from this study indicated that 3 among the 14 proposed factors were not associated with the provision of training and development, which were employees' experience and language skills for international communication, staff turnover and employees' requirement for a promotion or a pay rise. Results also found that leaderships and employees hold similar perspectives in perceiving the factors guiding multinationals' provisions of training and development. The last striking finding indicated that decisional factors to provision of training and development vary depending on years of multinational corporations' experience in China. Most studies about international human resource management are biased towards the training issue of expatriation while less emphasis has been laid in exploring the training needs for host-country nationals within multinational corporations. This study just contributed a body of knowledge to the development of relevant literature. Findings from this study can help training decision makers or providers within multinational corporations to play a proactive role in deciding the provision of training and development to local staff, and may also provide valuable information for employees who have been always seeking to the access of training opportunities in developing a better understanding of firms' managerial decisions and thus to be more active for future improvements.

Keywords: training and development, Multinational Corporation, host-country national, expatriat

INTRODUCTION

- Background

In global competitiveness, human potential within an organization has undoubtedly become a major competitive factor referring to its mid - to long – term advantages for companies: today's investment in the workforce secures the innovation and competitiveness (Mühlemeyer and Clarke, 1997). All firms with global ambitions are inevitably facing the challenge of attracting and retaining talents. For long ago, the significance of training and development (T&D) within an organization has been highlighted by a lot of researchers, practitioners and business leaders; the potential benefits of T&D have been also well acknowledged.

As Al-Khayyat and Elgamal (1997) noted in their report of Macro Model of Training and Development Validation:

> With the new emerging organizational reality where change, competition, workforce demographic changes and business upheavals are eminent, training and development is becoming ever more an important method that equips organizations with the flexibility, adaptability and durability required for survival.

Michael McCourt, CEO of D&D Automation[1], stated in Canadian HR Reporter (2008):

> In the high-tech manufacturing industry, if employees aren't up to date on all the latest technologies, the company is doomed to fail. That's why training and development is part of the culture at D&D Automation in Stratford, Ont. ... To keep employees and the company as a whole, up to date on new technologies, the company invites technology suppliers to weekly lunch-and-learn sessions. The supplier provides the lunch and three to 10 employees attend to learn about the new technology.

Since China implemented its reform and opening policy to the outside world, the whole Chinese society and economy have been changing with each passing day. The most striking change must be the appearance of foreign-capital corporations, which now, has become a prominent growth point of the national economy in China. As of 2005, over 450 of the top 500 multinational corporations (MNCs) had invested in China and more than 530 000 foreign enterprises from over 190 countries had established offices in China (Breitenstein, 2005). The registrations of Chinese-foreign equity joint ventures, Chinese-foreign contractual joint ventures and foreign-capital enterprises have made countless positive contributions to boost the development of national economy and Chinese society.

- Statement of the Problem

With the growing demand for global business skills in China, management models show more and more concerns at vocational training projects within MNCs, by attaching a great importance to the resettlement of employees and providing short-term or medium-term training courses for helping employees to better adapt themselves to the new business and working environment. However, compared with the stated-owned enterprises (SOEs), MNCs in China are inevitably having their own inherent inferior

[1] D&D Automation is a specialty-engineering firm, founded in 1992, having 40 employees and manufactures industrial automation control systems. The company is a leading provider of discrete and process controls technology based in Stratford, Ontario, Canada. Company's website: http://www.ddauto.com. Consulted on 21 May 2012.

positions in dealing with their Chinese employees in terms of the cultural diversity and their unfamiliarity with the business environment.

Indeed, "Chinese nationals place high value on training opportunities" (Breitenstein, 2005). "Continuous learning and self-development has for centuries been regarded as a virtue in Chinese culture which has inspired people to undertake learning activities after they have completed their formal education and beyond their workplace requirements" (Cooke, 2012, p. 56). Even so, it is surprising to find that most international firms in China prefer assigning expatriates to the foreign subsidiaries instead of promoting their local employees by providing T&D opportunities (Dowling and Welch, 2004; Shen and Darby, 2006); and this has attracted the attention of most International Human Resource Management (IHRM) researches by primarily focusing on expatriation training issues (Banai and Reisel, 1993; Lee, 2007; McDonald, 1993; Tung, 1987; Zakaria, 2000). So far little is known yet about the T&D activities for those host-country nationals (HCNs) within MNCs in China. However, congruent with the insomniac pace of China's market shifts, there is a pronounced tendency for MNCs in China to develop their local Chinese talents instead of assigning expatriates or Chinese returnees who have experiences abroad (Caldwell and Xiong, 2011).

Identification of the training needs is undoubtedly the first step before MNCs carrying out their T&D plans for employees. The nature of an organization covers all aspects that affect the context of T&D, including the people who work in them, the conditions surrounding the need for human expertise and the process of learning (Swanson and Holton III, 2009). It is no wonder that "determining training needs" has been energetically advocated, as it reflects the mission, philosophy and strategy of training function, not only referring to a training process issue, but also a training management issue (Craig, 1987). Balancing the priorities is therefore a prerequisite before the provision of T&D.

- Purpose of the Study

This study focused on the subject of MNCs' T&D for local employees in China. The first purpose of this study is to review the practical and theoretical knowledge of T&D in Chinese settings and IHRM literatures. Then this study seeks to investigate the factors that guide MNCs' T&D decisions for their local employees in China, especially from the perspectives of people who have relevant experiences of MNCs' T&D in Chinese market. By studying, exploring and gulping down more and more knowledge concerning the enterprise training project from related theoretical articles and books, and the meanwhile, by learning the practical information from both leaderships and employees within MNCs in China, the researcher was expecting to explore the factors that guide MNCs' decision making of T&D for local employees in China, and find out the possible difference of perceptions between leaderships and employees on enterprises' managerial decisions of T&D.

- Significance of the Study

Given that more and more MNCs are continually entering the Chinese market and that China has naturally a large potential talent pool with a population of over 1.3 billion, and also considering that little empirical research has been devoted to exploring T&D within MNCs in China, a study to explore MNCs' T&D activities for Chinese employees is therefore worth very much, which will undoubtedly contribute to the development of IHRM research both from a practical and theoretical level.

The research results are original since most IHRM literatures are biased toward T&D of expatriation and few studies about T&D for HCNs have been found in previous researches (Banai and Reisel, 1993; Lee, 2007; McDonald, 1993; Tung, 1987; Zakaria, 2000), the contributions of this paper to the knowledge development of IHRM research, then, become pre-ordinate.

From a practical perspective, the results of the study are significant to the field of human resources management (HRM) within MNCs, especially for HR leaderships to practice T&D programs. Findings of this study may help encourage HR mangers or training providers to play a proactive role in making decisions of T&D provisions for local staff than the previous literature suggests. Moreover, the results of this study may also provide valuable information for employees who have been always seeking to the access of training opportunities in developing a better understanding of firms' managerial decisions and thus to be more active for future improvements.

- Research Questions

As Banks *et al.* (1987) proposed in the study, both selection factors and rejection factors contribute to the criteria of leaderships' T&D decision-making. Indeed, it is always a matter of weighing the advantages and disadvantages before making a decision. With the purpose of finding possible factors that may explain MNCs T&D decisions for HCNs in China, this study is therefore simply guided by two main research questions:

RQ1. What factors may motivate MNCs to provide T&D to HCNs in China?

RQ2. What factors may hinder MNCs from providing T&D to HCNs in China?

- Definition of Terms

Training and Development (T&D): "Training" refers to the acquisition of knowledge, skills, and abilities to improve performance in one's current job; "Development" refers to the acquisition of knowledge, skills, and abilities required to perform future job responsibilities (Saks and Haccoun, 2009).

Multinational Corporation (MNC): A single entity that faces a global environment, which means that it simultaneously confronts differing national environments (Dowling and Welch, 2004).

Expatriate: An employee who is working and temporarily residing in a foreign country (Dowling and Welch, 2004).

Host-country National (HCN): Citizens or residents of a country that "hosts," or provides local property and facilities, for MNC operations abroad (Vance and Paik, 2006).

- Limitation

The major limitation of this research was the sampling setting and the size of sample. A method of convenience sampling was used to select respondents in this study. The use of convenient sample indicates that the data collected were not statistically representative. Since the online survey was distributed via e-mail and some other social media platforms, lacking follow-up invitations, the responses rate was relatively low with 107 of 450 questionnaires were returned and only 74 were finally used for this study. This has also led to an unequal distribution of some demographic data. To cope with such an uneven distribution, data were recorded for the measurement in the process of data analysis.

Another limitation in this study was embodied in the instrumentation of the self-completed questionnaire. Closed questions were mainly approached in this survey, which, to some extent, reduced the possibilities to receive further opinions from the respondents that were not covered in the forced-choice answers. Reasons for this design was due to the consideration of that most respondents are not willing to spend more time in providing detailed descriptions of their opinions and abundant reviews of literature

regarding T&D provisions in multinational contexts were already provided in Chapter II to support the research variables. Even so, the limitation of closed questions may inevitably miss the opportunities for obtaining further detailed information.

- Assumptions

For the purpose of this study, the assumptions are identified as followed:

1. The study sample truly represented the population of this study.
2. Participants of this study fully understand that their responses were held in confidence.
3. Respondents of this study share a common knowledge and are trustful in answering the survey questionnaire.
4. The research methodology, survey instrument and data analysis are appropriate to answer the research questions in this study.

CHAPTER I

LITERATURE REVIEW

1.1 Overview

This chapter begins with a historical review of the research background, which refers to four main parts. Firstly, it talks about the historical development of China's labor market, including the major evolutions of Chinese employment during China's different political periods and the current problems that the whole Chinese labor market is facing. Secondly, a general situation of T&D in China is presented by introducing the changing role of enterprise training along with the evolution of the society; and three major problems of T&D in China have been also followed up. Subsequently, the role of MNCs in China is introduced in the third part, referring to the developmental history of MNCs after the implementation of China's opening policy and the entry to World Trade Organization (WTO). Then, the working attitude and career satisfaction of Chinese employees have been also mentioned as an important consideration for MNCs to carry out their T&D programs for Chinese employees. Based on a thorough understanding of the research context that helps to raise the supportive points for the research problems, the necessity of this study is therefore fully explained.

The second sub-chapter then deals with the historical background and theoretical reviews of T&D from previous researches, which illustrates the crucial role of T&D in global business. Drawing on the past study and T&D model, the researcher not only highlighted the significance of identifying the T&D needs, but also pointed out the general reasons that may guide companies' decision-making of T&D provision to employees.

Subsequently, the third sub-chapter takes a look at T&D from an international level. By comparing the theoretical reviews and empirical findings of expatriations and HCNs, the importance for MNCs to provide T&D programs to their HCNs in foreign subsidiaries is

further emphasized, and possible reasons concerning MNCs' decision of T&D provision to HCNs are also explained.

Based on all those foundations, the review concludes with a theoretical framework that identifies and establishes the research propositions for examining the MNCs' decision-making of providing T&D to local employees in China

1.2 Historical Review of Research Context

1.2.1 Labor Market in China

Since the adoption of reform and opening-up policy in late 1978, China's economy has successfully moved from a centrally planned economy to a "socialist market economy", and such great achievements of China's socialist construction is inseparable from the active contribution of their labor market.

Historical Development

China has the largest labor forces in the world with a population of over 1,3 billion. The rapid rise in population during the early years of People's Republic has resulted in a sharp increase of labor force, which placed great pressure upon the job market. To solve such a huge employment problem, the Chinese labor market bears the burden that beyond any other countries.

China's urban employment policy started from the founding of new China in 1949. During that time, the whole country was facing a severe period of unemployment peak that left over from the old China. To overcome this unprecedented trial, Chinese government decided to practice a highly centralized personnel management system,

which was under the state planned economy regime (Cooke, 2012). This means that the whole employment system, including the number of people to be employed, the source of recruitment and the pay scales, was strictly controlled by the state through their regional or local labor departments (Cooke, 2012). Under this old centrally planned structure, private enterprises or foreign invested firms can barely obtain the permission of market entry and State-Owned Enterprises (SOEs) have undoubtedly become the backbone of the urban economy in China. Workers in SOEs were not only provided housing and health care, but were also guaranteed lifetime employment which basically resolved the unemployment problems then; but they were not free to switch jobs and their wages were relatively low and fixed that can only help most employees in urban areas to make a basic living. Due to this unchangeable salary system and secured jobs, Chinese people started to call the job in SOEs as an "iron rice bowl", which means having the food for a lifetime to eat. Affected by the effect of "iron rice bowl" system, workers lost motivation for their jobs, and this resulted in the consequence of over-staff, inefficiency and even corruptions within SOEs (Kennedy and Marquis, 2002).

The whole domestic market remained mired in a deep malaise until Deng Xiaoping, the chief architect of China's reform and opening-up, inherited it in 1978. In order to revitalize the nation's economy, Deng initiated a structural transformation, switching from a centrally planned economy to a "socialist market economy" that based on the open-door policy. And on the other hand, as believing that tightening controls on population growth was a precondition for economic development in China, Deng launched a one-child policy at the same time (Kennedy and Marquis, 2002). In addition, with the promotion of employment in the job market and the purpose for cultivating talents to meet social needs, great headway has been also made in China's educational reform by resuming the National Higher Education Entrance Examination (*Gao Kao*), which enabled more Chinese people to have the chance to receive higher education by the entry of universities or colleges. Under this unprecedented range of reforms, significant changes have taken place in China's labor market, which, according to Cooke (2005), were manly embodied in three dimensions.

The first aspect refers to the well-known reform of SOEs, which has brought a large number of worker layoffs and early retirement from the mid-1990s to the early 2000s. Along with the economic reforms that have contributed tremendous investments and trade opportunities for Chinese market, the compulsions of globalization and internationalization also gradually increased the pressure on SOEs. Chinese government was very much aware that their previous administrative mode would not work anymore for SOEs to gain efficiency and international competitiveness under the new situation. The past employment system within SOEs was hence quickly abandoned, changing from being employed by the state to being employed by enterprises themselves. And a series of subsequent reforms including workforce management, fair competition and promotion policies, as well as the establishment of new efficiency-based wage system has rapidly followed. With the deepening reform of SOEs, workers who were low in competitiveness were inevitably threatened by the problems of unemployment and labor displacement. As noted above, since SOEs had been nurtured under the central planning economy, and accounted for 78,3% of total urban employment in 1978, given by the statistics from China Statistical Yearbook in 2012 (p. 126), the restructuring of SOEs undoubtedly exerted a massive impact on the labor market. Till the end of 1999, about 65,2 million employees were laid-off from SOEs, comprised 69,6% of the total numbers of laid-off workers[2]; and the majority were women and older people with a lower education level (International Labour Organization, 2011, p. 10-11)

Secondly, with the promoting of the reform that were designed towards modernization and econornic restructuring, China has been constantly attracted various forms of international transactions, technology transfers, inflows of foreign investments and advanced management experience. There has been a rapid growth in the emergence of enterprises in diversified ownership forms, including the multinational corporations (MNCs), joint ventures, domestic private firms, village enterprises and the privatization of SOEs (Cooke, 2005). With the magical transformations of enterprises ownership, the

[2] Ministry of Human Resources and Social Security (MoHRSS), 2009. Series of thematic group research reports on Chinese employment during the international financial crisis (Beijing), Sep; Quoted by International Labour Organization (2011). China: From an Active Employment Policy to Employment Promotion Law. Coping with economic restructuring and labour market adjustments. Switzerland, International Labour Office, Employment Policy Department .- Geneva: p. 10-11, On line. <http://www.ilo.org/wcmsp5/groups/public/--- dgreports/---dcom m/--- publ/documents/publication/wcms_166905.pdf>. Consulted on 8 October 2012.

employment structure in China was also undergoing a profound change in which a large share of employment shifted from public-ownership sector to individual, private, foreign-invested and other ownership forms.

Table 1.1
Employment Statistics by ownership in urban areas in China
(Figures in million persons)

Ownership / Year	State-owned Enterprises	Collectively-owned Enterprises	Shareholding Corporations Ltd.	Individual & Private Enterprises	Foreign- Invested Enterprises (including Honk Kong, Macao & Taiwan)
1978	74,51	20,48	-	0,15	-
1980	80,19	24,25	-	0,81	-
1985	89,90	33,24	-	4,50	0,06
1990	103,46	35,49	-	6,71	0,66
1991	106,64	36,28	-	7,60	1,65
1992	108,89	36,21	-	8,38	2,21
1993	109,20	33,93	1,64	11,16	2,88
1994	112,14	32,85	2,92	15,57	4,06
1995	112,61	31,47	3,17	20,45	5,13
1996	112,44	30,16	3,63	23,29	5,40
1997	110,44	28,83	4,68	26,69	5,81
1998	90.58	19,63	4,10	32,32	5,87
1999	85,72	17,12	4,20	34,67	6,12
2000	81,02	14,99	4,57	34,04	6,42
2001	76,40	12,91	4,83	36,58	6,71
2002	71,63	11,22	5,38	42,68	7,58
2003	68,76	10,00	5,92	49,22	8,63
2004	67,10	89,70	6,25	55,15	10,33
2005	64,88	81,00	6,99	62,36	12,45
2006	64,30	76,40	7,41	69,66	14,07
2007	64,24	71,80	7,88	78,91	15,83
2008	64,47	66,20	8,40	87,33	16,22
2009	64,20	61,80	9,56	97,89	16,99
2010	65,16	59,70	10,24	105,38	18,23
2011	67,04	60,30	11,83	121,39	21,49

The remarkable achievement can be the advent of private and individual enterprises, especially since the year of 1990, which has become a major source of job opportunities in today's China. According to statistics, the number of employees in private and individual enterprises in urban areas has increased from 6,71 million in 1990 to 121,39 million in 2011, in particular with a sharp growth rate of 41,9% yearly from 1991 to 1997 (see Table 1.1). Similarly, the number of people employed in foreign-funded enterprises, including the investment from Hong Kong, Macao and Taiwan, was increasing at a parallel rate, from 0,66 million in 1990 to 21,49 million in 2011 (see Table 1.1).

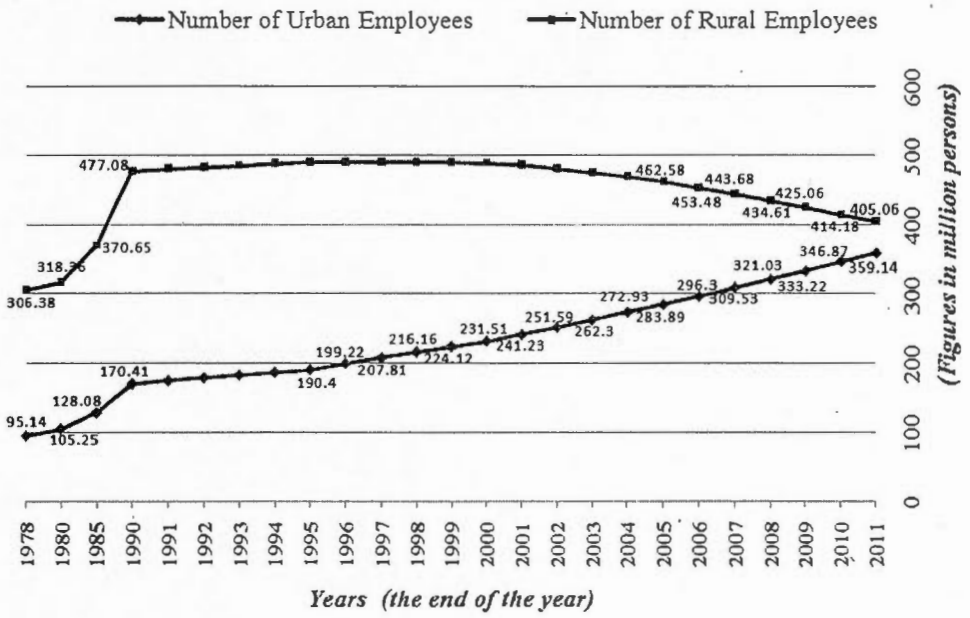

Figure 1.1 Employment Changes in Urban and Rural Areas in China.

Source: adapted from *China Statistical Yearbook 2012*: p. 126-127

The last tremendous change in Chinese labor structure concerns the rural-urban migration that contributes many rural migrant workers to the urban job market with relatively low payment and few labor rights. Statistics from China Statistical Yearbook in 2012 (see Figure 1.1) show that the number of rural employed workers dropped by 16,4% during 1978 to 2011, while the employment in urban areas increased by the same proportion.

This is intimately associated with the transformation of the country's economic structure from the agricultural and heavy industry sectors towards the light manufacturing and service sectors (Cooke, 2012). Indeed, the economic reform played a critical role for the prosperous and development in urban areas, especially for those eastern coastal cities, which have enjoyed favorable government policies and foreign and domestic investments. The rapid acceleration of city growth no wonder brought a boost in labor demand, and along with the appeal of urbanization itself, the influx of rural labor into the cities is therefore easy imagined.

It is apparent that China's economic reform has had demonstrable implications for its employment structure, lighting on several contradictory problems for the co-existent situation of large working-age population and unemployment of low-educated workforce; the increasing pressure on urban employment accompanying with the growing diversity of ownership forms and the simultaneous occurrence of the shift from rural surplus labor; as well as in the intertwining of the new labor entrants and that of the reemployment for those redundant or laid-off workers from SOEs and other sectors. China's labor market was continually strained with these difficulties for nearly three decades; while at the same, a new leaf is gradually turned over with the deepening of the reform by coming up with new challenges and opportunities.

Current Employment Situation

Indeed, as fueled by the family planning policy and economic and social development, China has taken 30 years to achieve a historic transition in its population reproduction pattern with low birth rate, low mortality and low natural growth rate. It is estimated that China's labor supply will achieve a gradual transition from a low population growth rate to zero growth after reaching its peak figure in the year of 2015 (Liu, Qiu and Wang, 2011, p. 4). In the meanwhile, as along with other various corresponding policies and measures being carried out by Chinese government, the remaining problems in China's labor market that left over from the drastic reformation have been gradually solved and altered, which were instead, replaced by new worries.

According to the report from Samsung Economic Research Institute China (SERI China)[3] in February 2011, after the outbreak of the Asian financial crisis in the year of 2008, China's labor market is currently facing a serious problem of low-educated labor shortage and the rising of labor force cost. As China's economic development is still dependent upon manufacturing and export industries, the labor demands are heavily concentrated on people with young age and low education. However, the reality is that China's birth rate has largely decreased from 2,33% in 1987 to 1,21% in 2009[4]; the fall in young population will surely exert a significant influence on the future of Chinese economy and society. And on the other hand, as higher education expands further, the number of college and university graduates continues to rise ever higher and higher, which has led to a pervasive phenomenon of diploma inflation[5]; instead, the resource of low-educated labor is correspondingly low (Liu, Qiu and Wang, 2011). As reported by China Statistical Yearbook in 2010 and The Economist in 2009, and quoted by Cooke (2012), there have been around 6,1 million university graduates entered the labor market in China, while only about 70% of those graduated in 2008 were found employed within in one year (p. 22-23). Given by the report from Ministry of Human Resources and Social Security (MoHRSS), the number of new graduates in China hit a historical high of 6,8 million in 2012, compared with 6,6 million in 2011 and 6,3 million in 2010 (Chui, 2012); and indeed, since the year of 2001 till 2011, the figure was climbing by around 0,6 million each year, which perplex the employment problem of graduates in China (Window of

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[3] Samsung Economic Research Institute (SERI), founded in 1986 and headquartered in South Korea, is a leading think-tank for research on economy, management, industry and policy in Korea and Asia. SERI China provides the up-to-date information about the development in China's economy, industry, finance and business management. Official site: http://www.serichina.org/. Consulted on 19 September 2012.

[4] Source: China Statistical Yearbook 2008; quoted by Liu, S-Y; Qiu, J and Wang, X-Y (2011), The Change and Influence of China's Labor Market (In Chinese); Samsung Economic Research Institute China (SERI China); (刘已洋, 邱静, 王献义,《中国劳动力市场变革与影响》，中国三星经济研究院。). p. 5-6; On line. <http://www.xcf.cn/qwyj/tt/201102/P020110222349065552434.pdf>. Consulted on 22 September 2012.

[5] In today's China, holding a college diploma has become a basic requirement for people who want to find a job. More and more diplomas from no matter what kind of industries are therefore issued in China, which results in the phenomenon of what we call the "diploma inflation". Like the depreciation of currency during inflationary times, as having a college diploma is becoming more commonplace, the overall academic competitiveness of the degree holders is correspondingly falling.

Chinese Colleges, 2011)[6]. That is why China's labor market is now trapped in an embarrassing situation, facing both the problems of graduate unemployment and labor shortage of low-educated work force (Liu, Qiu and Wang, 2011).

Furthermore, in seeking the universal improvement of people's overall living standard, the Chinese government recognizes the employment issue as a fundamental prerequisite to ensure the basic interests of their people. Followed by the formulation and implantation of key labor laws and regulations, the Chinese government has also explored and drawn on various employment policies and a series of measures to furnish important legal guarantees and democratic rights for Chinese workers, as well as to enhance the employment abilities. And as Liu, Qiu and Wang (2011) further pointed out on the other hand, along with the emergence of rights protection movements and strikes as well as the improvement of people's living standard; the wage level of Chinese workers is certainly pushed up. A good example can be the Foxconn factory in Shenzhen, China[7]. In June 2010, under the pressure of continuing suicides reports, Foxconn has announced the wage raise for their workers in Shenzhen by at least 30%, and it was increased for the second time by 66% (Hays, 2012). The raise of labor cost is also inseparable from the efforts of government in strengthening the administrative legislation of Labor Laws. Till February 2012, due to the new Shenzhen Labor Law that increased the statutory minimum wage on 1st February 2012 by about 13 percent to 1,500 RMB per month, Foxconn had to claim again to lift wages for their workers by up to 25% (China Labour Bulletin, 2012). Meanwhile as the society develops, people's sense of workers' rights improves gradually. In June 2010, because of the pay disputes, 1850 workers at an auto parts factory from a subsidiary of Honda in Guangzhou Province went on strike. After a long confrontation, the employers and workers have reached a settlement by increasing 35% of workers' salary and the conflict was finally calmed down (Hays, 2012). At the same time, a similar strike, being lasted for three days, occurred at a Toyota plastic parts plant in Tianjin,

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[6] Source: Reports from MoHRSS in 2011, quoted by Window of Chinese Colleges. 2011. «Related Statistics Show a Number of 67.1 University Students will Graduate in 2011 (In Chinese) » (中国高校之窗，《相关统计资料显示 2011 年有 671 万大学毕业生》). On line. <http://www.gx211.com/news/2011516/n44494995 2.html>. Consulted on 20 October 2012.

[7] Foxconn Technology Group, headquartered in Taiwan, is the world's largest contact manufacturer of electronic components. The company assembles devices for many world's well-known electronic companies including Apple, Dell, Microsoft, Hewlett-Packard, Samsung and other major technologic companies. Company's website: http://www.foxconn.com/; Consulted on 23 September 2012.

China; and it was ended by a pay increase promise of from $30 to $69 a month (Hays, 2012).

These series of significant changes in China's labor market symbolize that low labor cost is no longer a main comparative advantage for its national economy, and the whole market structure is undergoing a historical reversal in the supply-demand relationship, in which the demand for employees exceeding supply takes a precedent problem over the old dominant phenomenon of labor supplies greatly exceeding the job demands. And this also indicated a strong structural transformation of labor from physical efforts to intellectual ones, which in turn provided sufficient resources of knowledge-based labor for enterprises in China.

1.2.2 Role of T&D in China

In spite of the implementation of birth control, China still has an immense population base that provides huge labor resources, which continually make their labor export a great advantage for China's participation in international economic activities. However, by facing a looming shortage of hometown talents, it was found that only few Chinese university graduates are capable of working not only for MNCs but also for the Chinese companies (Kundu, 2006). In order to have a highly qualified and productive workforce, providing such a huge amount of manpower basic education and vocational skills is therefore both inevitable and necessary for all enterprise in China.

According to Cooke (2005), the initial period of enterprise training in China has historically followed three phrases. The first stage, from 1949 to 1955, was aimed at those illiterate workers. At the end of this phrase, more than 1,7 million of them could read at least 2000 Chinese characters. The second period, from 1980 to 1985, was aimed at workers who did not receive general education during the Cultural Revolution. As Wu (1999) claimed and quoted by Cooke (2005), around 23 million workers out of 30 million have passed the general education exam in the year of 1985. The last phrase started from

the mid-1990s. As The Head Project Team (1998) recorded, in order to hold down a job for long, job holders were required to take positional training as well as vocational competency tests during that period (Cooke, 2005).

These three phrases of T&D were naturally reflecting a response to the initial stage of Chinese economic reform, but cannot really relieve the present tensions in China's labor market any more. As mentioned above, both the graduate unemployment problems and labor shortage of low-educated work force have currently put the whole market in an awkward predicament. In fact, the heavy investment in education following by the opening-up policy in China that helps Chinese students to obtain good paper qualifications and English-language skills, does not really guarantee the yields of necessary talent pool for the development of Chinese economy; contrarily, the result is that more and more companies are facing the challenges of skill shortage and workforce retention, while at the same time, the semi-skilled or unskilled workers are unemployed or poorly paid (Cooke, 2012, p. 21). This may partly due to the Confucian heritage that left form Chinese history, which emphasizes rote learning and hierarchy (Kundu, 2006). Indeed, now failure to develop and retain talent has been considered as one of the most severe HR problems that must be addressed urgently for those enterprises in China to enhance their competitive advantage and to sustain in a global market. With the purpose of achieving a highly qualified and productive work force, it is therefore imperative to introduce new effective T&D programs.

Confronted with immense pressure from the skill shortage problems, Chinese government has announced a slew of training regulations and initiatives in the 2000s, and prioritized the human resource development as a key issue in China's Eleventh Five-Year Plan, which including the phases of life-long learning, learning organization and innovation, human capital and other action plans. Examples can be the "500 000 Senior Technicians in Three Years" plan in 2004 and the "HR professional qualification accreditation system" in 2005. These two initiatives were both launched by the Ministry of Labour and Social Security in China; the former training plan aimed to raise 500 000 new technicians at the senior level, especially for manufacturing and service industry; while the later project mainly focused on the knowledge renewal and the development of competence in

order to professionalize the occupations and raise the standard of profession. (Cooke, 2012)

The role of the state is undoubtedly critical for developing human resources management (HRM) in China, while commensurate effort is also required from local state agencies, as well as other related institutional actors and enterprises. In the end of 2003, Chinese government launched a new state-driven learning and innovation program, which is known as the *chuangzheng* initiative. This new nationwide program borrowed the concept of "learning organization" from western management literature as a platform for Chinese companies to exercise traditional practices. Various forms of practices are encouraged in the "learning organization" such as self-study, technological innovation, skill and performance contests, and on-the-job training. Through this platform, employees are expected to acquire new knowledge and skills for improving their productivity and competitiveness in workplace. (Cooke, 2012)

Learning Organization

Since Peter Senge popularized the concept of "learning organization" in his book called *The Fifth Discipline: The Art and Practice of the Learning Organization* in 1990, an abundant similar definition of "learning organization" regarding this concept have been presented by various researchers. Saks and Haccoun (2009) define the learning organization as:

"An organization that creates, acquires, organizes, shares, and retains information and knowledge, and uses new information and knowledge to change and modify its behavior in order to achieve its objectives and improve its effectiveness" (p. 36).

Western prescriptions generally differentiate the learning organization from the traditional authoritarian organization by its ability to master certain basic disciplines.

According to Watkins and Marsick (1993) and quoted by Cooke (2012, p. 53), these basic disciplines are identified as: 1) continuous learning; 2) dialogue and inquiry; 3) team learning; 4) empowerment; 5) embedded system; 6) system connection; and 7) strategic leadership. These seven disciplines reflect the general western notion of a learning organization that aims to acquire, create and transfer knowledge within the whole organization for helping people to adapt to a new environment and overcome challenges.

"Learning organizations" in China, however, do not share the common characteristics like a western way. Cooke (2012) borrowed Ortenblad (2002)'s four typologies of "learning organization" in support of this argument. According to Ortenblad (2002), the "learning organization" can be classified into four types: 1) to store knowledge in the minds of organizations; 2) to enable individuals learn at work; 3) to encourage employees to learn through a supportive environment; and 4) to treat "learning organization" as an organic and flexible "learning structure"[8]. While as Cooke (2012) pointed out, the "learning organizations" under traditional Chinese management style and culture are more inclined to the second and third typologies, which especially, are reflected by maintaining supportive T&D environment. The implantation of *chuangzheng* initiative undoubtedly introduced the concept of "learning organization" into Chinese market, but the understanding of the notion of learning organization is still insufficient and blurred for most enterprises in China. The only remarkable achievements have been made as reported were through the approach which is called award winning model of learning organization. One best example can be the well-known "role models" promoting policy within SOEs in China, which aims to inspire employees' learning enthusiasm and workforce morale through the convey of ideology and behavioral norms. This has been the most favorite strategic method for Chinese learning organizations. Those who perform well during the learning process have also the chance to become the "role model" or to be promoted in his or her career, and as a result, employees are motivated to raise their skill level and productivity and the organizational performance are therefore enhanced. (Cooke, 2012)

[8] Ortenblad, A. (2002) 'A typology of the idea of learning organization', *Management Learning*, 33, 2: 213-30; quoted by Cooke, Fang Lee. 2012. Human Resource Management in China: New Trends and Practices. London: Routledge, p. 53-54.

The existing problems with T&D in China

- Companies' indifference and philosophical deviation of T&D

Even T&D is well acknowledged as an important HR practice for helping enterprises to gain competitiveness, it is still surprising to find that most companies in China never provide T&D for their employees or they prefer to adopt a less expensive way of training. The question will have to be squarely faced: why do companies limit their investment in training and development?

Two main reasons may help answer this question. Firstly, most firms view T&D as a cost rather than an investment. As the present condition of China's labor market is supply exceeds demand in human resource. Companies would prefer to recruit a qualified employee rather than spending more money and time to train new people. Cooke (2012)'s study has also showed that companies provide insufficient T&D for their employees due to their fear of staff turnover. One research conducted by the HR consulting firm Hewitt Associates in 2004 showed that one in 10 executives changed jobs in the southern city of Shenzhen and one in 12 in Beijing, and the total nationwide employee turnover rate has reached 11,3% in 2004 from 8,1% in 2001 (Kundu, 2006). Employees who have received the opportunities of T&D usually demand a promotion and pay rise, or they will consider the job-hopping for a better occupation. The high staff turnover rate acts as a disincentive to companies that makes them prefer to keep a less competent employee rather than investing in T&D for their competitors. Secondly, T&D is usually not considered as a high priority (Saks and Haccoun, 2009). Most companies in China make only a perfunctory effort in T&D practice in order to add a value for their management review within the organization. An inadequate understanding of what training really means for makes T&D more like a management fashion. Mangers just follow this fashion and carry out some superficial practices as another great addition for their firms.

- Lack pertinence and divorce from reality

Due to the insufficient understanding of T&D, some managers just blindly follow the trend without a clear mind of the real training needs for each organization. Most companies usually implement T&D programs in much the same way that others do, either mirror the western strategy or approach the traditional mode. Companies who purely follow the lead of western way without considering their proper situations will certainly make their training plan full of subjectivity and blindness. However, those who are still carrying on the traditional way of training, especially the training mode under the former planned economic system in China, will probably limit the innovation of business and fail to catch up quickly with the dramatic changes in modern science and technology.

One survey conducted by Hutchings *et al.* (2009) and quoted by Cooke (2012, P. 59) shows that most semi-skilled and skilled employees in China have only received a simple and preliminary training during their first week of employment, and the content of training usually refers to a rough introduction of enterprises and their occupations; while only few of them had received continuous training that provided by their organizations. Firms fail to connect T&D plan with real needs of organizations and employees and hence their objectives of training are usually vague. This apparently became another HR problem in China, which will only result in an unnecessary waste of resources.

- Disconnection with corporate culture

A kind of conventional viewpoints of enterprise training only laid emphasis on the function of skill and knowledge improvement in the workplace, which is partial. Proper training should also unify the corporate culture to enhance employees' sense of participation and identity.

Corporate culture stands for the shared beliefs and values of a company and it determines the norms and expected behaviors within the company (Saks and Haccoun, 2009).

However, it is found that most provisions of T&D under Chinese context still rest on the technical level, and soft skills such as the managerial aspects and ethics training are barely valued (Cooke, 2012). Indeed, T&D plays an important role to communicate the culture to employees. Many enterprises in China have faced the same problem of staff turnover after a provision of advanced training programs; and as mentioned above, this has also eventually discouraged most firms from providing continuing T&D for their staff. Separating training from corporate culture may help improve employees' professional skills but it will not foster their organizational cohesion. In the long haul, a proper T&D program should be consistent with company's core value. To ingrain the corporate culture in training practices, to some degree, can help enhance employees' sense of responsibility and loyalty to the companies, and most Chinese managers, unfortunately, have usually ignored this.

1.2.3 Multinational corporations (MNCs) in China

Indeed, globalization in China is gradually affecting the traditional cultural values and socialist ideology, especially for those younger generations of the Chinese workforce, which has resulted in the brain drain of homegrown talent from Chinese-owned firms (such as SOEs) to foreign-owned multinational corporations (Cooke, 2012, p. 20-21).

The process allowing MNCs to set up subsidiaries in China

- A time of confinement

In 1949 when Mao Zedong established the People's Republic of China, the country has to face lots of internal problems and frustrations. The Great Helmsman in accordance with the communist ideology reunited the state and reduced its relationships with countries overseas (Roux, 2010). Until Mao's death in 1978, the economy was centrally planned and there were neither private firms nor MNCs (Thompson, 1998). In 1977, China was almost completely closed from the rest of the world and its share in the world trade was

only 0,6 %. At that time, only a few public companies were in charge of dealing with foreign firms (Lardy, 2002).

- The opening up and the first joint ventures

When Deng started opening up the country in 1978, four special trade areas were created in order to reestablish exchanges with western countries. Those areas had smaller taxes and bureaucracy was simplified, allowing Foreign Direct Investment (FDI) to come in. Although FDI does not only come from MNCs but also from other smaller firms, the result is astonishing. Within 30 years, FDI literally skyrocketed from nothing in 1978 to 114 700 millions in 2010 (See Figure 1.2). This marked the beginning of the liberalization of the country, which aimed at increasing its economic development.

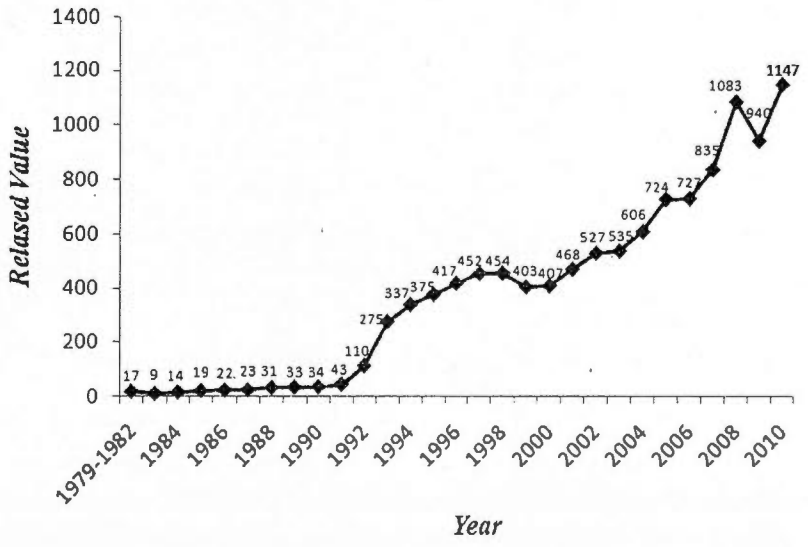

Figure 1.2 FDI stock in China since 1979 in USD 100 million.

Source: Investment Promotion Agency of Ministry of Commerce, 2012 http://www.fdi.gov.cn/

- A period of further liberalization

In 1992, Deng declared that Chinese people should not be afraid of getting richer. It was also a start of a new era of economic reforms that would lead to the socialist market economy. According to Ding (2009), the socialist market economy can actually be understood as a macroeconomic mechanism for the Communist party to achieve its socialist goals. At that time, International Joint-Venture (IJV) was the only way for a foreign company to legally set up a subsidiary in China. Therefore MNCs had to share control over their branches with local Chinese firms.

- China's entry to World Trade Organization (WTO)

By accessing to the WTO in December 2001, China settled its position as a serious and trustful partner. It is also a sign of conformism to international business rules, it is having deep consequences in China's national laws and MNCs were expected to take advantage from this changing institutional environment (Rudman, 2006). According to Brecher (2000) and quoted by Rudman (2006), the main changes for MNCs following China's entry to WTO are:

- Tariff reduction or outright elimination, especially with regard to information technology (IT) products;
- Elimination of mandatory technology transfer and trade-related investment requirements for approval of direct investment;
- Opening the Chinese services sector to foreign direct investment;
- Promotion of the rule of law, especially with regard to protection of intellectual property rights (IPR);
- Expansion of the rights of FIE to engage in trading and distribution within China.

- The new form of establishing a subsidiary in China

Following China's entry to WTO, a new form of ownership was created allowing MNCs to set up limited liability companies with full control called Wholly Foreign-Owned Enterprise (WFOE). Since 1997, this form is largely preferred by MNCs to enter the Chinese market (Puck *et al.*, 2009). According to the Canadian Trade Commissioner Service (2012), WFOE have many advantages over IJV as followed:

- WFOE allows for complete control over business decision making, without considering a Chinese partner.
- Can formally engage in business activities; issuing RMB invoices to clients and receiving RM revenues
- Profits can be converted to foreign currency for repatriation.
- Can engage in product sales both domestically and internationally.
- More effective means of protecting technical information and trade secrets.
- Allows for full authority over staffing.
- In many cases, requires only one director (there may be additional directors required in some cases), who can be of any nationality and reside anywhere outside of China.
- Requires only one investor, can be of any nationality and reside anywhere outside of China. Corporate investors are also permitted.

Reasons why MNCs want to have subsidiaries in China

According to the Chinese Embassy in France, MNCs believe that China has become a place where they should have subsidiaries. Indeed, lots of key factors are gathered there, especially political stability, huge work force with all level of qualification, the rise of the economy, people's safety and investments conditions granted to foreign firms. In addition to that, China has developed good infrastructures in terms of transport, telecommunication, water access, as well as stable gas and electricity supply. Moreover, its national market is getting the biggest one in lots of different sectors such as mobile telecommunication equipment (Chinese Embassy in France, 2004).

China's market size for MNCs

China is definitely a fast growing market for MNCs but according to The Economic Intelligence Unit (2011), China still represents an undersized market. Indeed, only 18 companies out of 70 made more than 20% of their total revenue from China and the majority still makes less than ten percent. Nevertheless, comparing those MNCs' revenue in 2005 and in 2010, it is strongly rising for most of them. Seventeen percent of the survey respondents believe that China will be their first market in less than five years and 21 % of them think that China will be the first market of their company within five to ten years (See Figure 1.3).

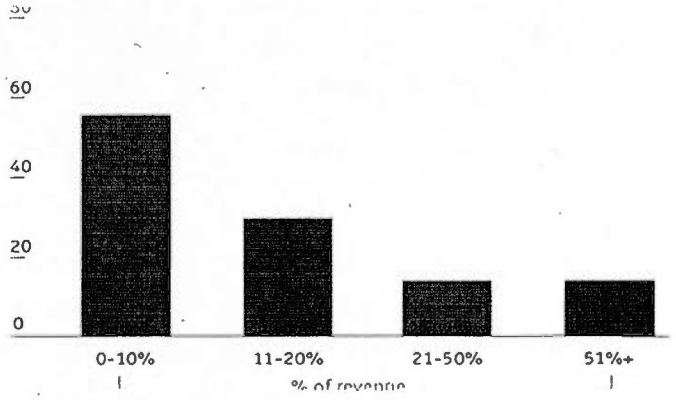

Figure 1.3 Percentage of total revenue from China, analysis of 70 MNCs. (% of Companies)

Source: Economic Intelligence Unit

1.2.4 Key characteristics of Chinese employees

Historical evolution

- During the communist era

Mao's political reforms had strong impacts on Chinese workers. Within SOEs as mentioned above, production was planned, resources were allocated where it was needed

and products' prices were set according to plan. Indeed, according to Lin and Germain (2003) and quoted by Chen *et al.* (2012), employees were not really motivated to improve their work mostly due to the fact that there were no space for individual initiatives but only directives and guidelines to follow. On the other hand, employees in SOEs were granted a job for life with fixed salaries and perquisites (Chen *et al.*, 2012), which is called "iron rice bowl" as mentioned above. As a consequence, production and productivity decreased in the agricultural and industrial sector (Walter, 2007; Roux, 2010).

- After 1978

According to Chen (1995) and quoted by Chen *et al.* (2012), when China started to open up, a few incentives were brought in again and the system of premium for good performance at work was reused wisely in order to generate motivation among employees. In addition to that, as Tenev *et al.* (2002) pointed and quoted by Chen *et al.* (2012), lifetime employment was not conceded anymore and shorter-term contracts appeared instead. Since foreign firms started to set up subsidiaries in China, a new kind of competition for employment appeared with SOEs. According to Shao (2000), foreign firms offer very different working conditions from SOEs. Indeed, those firms have a special environment where it is possible to experience other cultural aspects, management, people interactions and atmosphere. Therefore, many Chinese felt attracted by this form of intercultural exchange and were willing to join foreign firms operating in China. By doing so, employees would get a higher salary and also face working rivalries as well as greater challenges.

Perspectives from MNCs

With an increasing tendency toward working for MNCs, SOEs and local employers are no more attractive for those younger job seekers, and instead, foreign companies in China tend to be the first goal of the new graduates in China (Parkinson, 2012).

In spite of the great enthusiasm for the work in MNCs, Chinese employees' ability to compete on a global basis is likely to encounter doubts. "Multinationals praise Chinese employees for excelling in execution and implementation, possessing a strong and efficient work ethic. But the missing link is most often a strategic global perspective" (Caldwell and Xiong, 2011). Indeed, most MNCs in China are facing the challenges in developing Chinese talents from a global level. The lack of global mindset makes most Chinese leaders narrowly focus on the regional market and ignore the international development of a company, which will usually lead to a disconnection between a MNC's global strategy and local operations (Caldwell and Xiong, 2011).

Cultural dimensions

According to Hofstede (2013), a country's culture can be analyzed by assessing five main dimensions. These are Power distance index (PDI), Individualism (IDV), Uncertainty avoidance index (UAI), Masculinity (MAS), Long term orientation (LTO), which used to be called « Confucian dynamism ». Figure 1.4 represents Hofstede's cultural dimensions for China. In China, PDI is high which means that inequalities are rather well tolerated in inside businesses. On the contrary, IDV is low which indicates that employees act first in favor of the group than in their personal interest. UAI is also low and tends to show that workers can easily adapt to unexpected situations and are flexible. MAS is high, which means that employees want to achieve success in their career. LTO is also high and attest that Chinese employees expect durable labor relations (Hofstede, 2013). The relationships between Hofstede's cultural dimensions and enterprises' attitudes towards the practice of T&D were also well explained in the following sections, especially in terms of the PDI and UAI index.

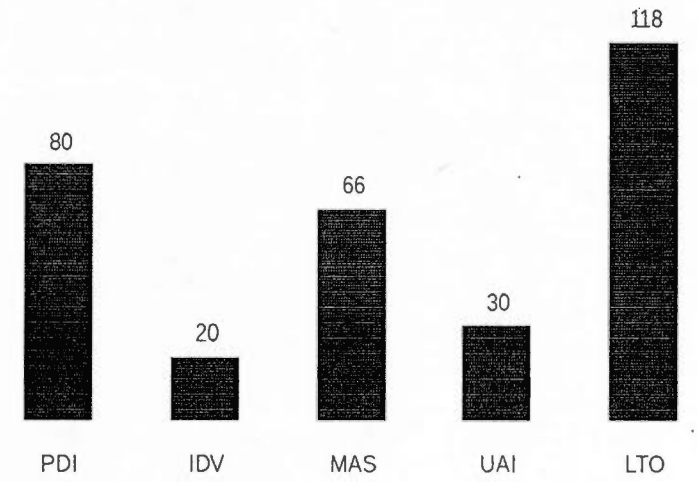

Figure 1.4 Hofstede's cultural dimensions index for China.

Source: Hofstede (2013)

Working attitudes

For the past three decades, employees' attitudes towards work have been changed a lot in China. It was found that employees are generally more satisfied with their job than before but less committed to their organization (Wang, 2008). This is linked to the decreased of traditional Confucianism and socialist culture in the working environment. As a matter of fact, both employees and employers have more freedom for establishing a labor relation. On the other hand, employees are no longer tied to their organization and are able to quit it if they are not satisfied anymore (Wang, 2008) and this actually corresponds with the high staff turnover rate in today's Chinese labor market that has mentioned as above. Nevertheless, a distinction can be made. Older people and less educated employees are usually more committed to their organization than younger generation and employees with higher degree. Furthermore, younger people and employees with higher education are often less satisfied with their job than older people and employees less educated (Wang, 2008).

Career satisfaction

In Chinese organizations like in other western firms, procedural justice and perceived organizational support (POS) play a key role on employees' evaluation of career success (Loi and Ngo, 2010) (see Figure 1.5). Indeed, procedural justice and perceived organizational support are determinant for one's career satisfaction. Therefore, companies in China should make sure that they integrate fair procedures in their organizational treatments. In addition to that, trainings and skill development programs can help employees to feel support from their organization and increase career satisfaction (Loi and Ngo, 2010). As Lindholm (2000) argued and quoted by Shen and Darby (2006), employees perceived their personal development opportunities as positively related to job satisfaction in subsidiaries of MNCs.

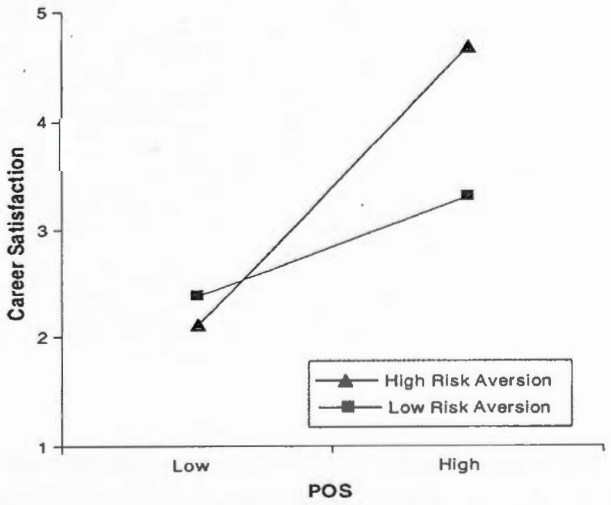

Figure 1.5 Effect of POS on career satisfaction under high and low level of risk aversion.

Source: Loi and Ngo (2010)

1.3 Review of Training and Development (T&D)

1.3.1 Historical Literature

Training and development has a unique role in the history of the human resource development (HRD) profession (Swanson and Holton III, 2009). The philosophical foundation of training comes from the concept of change by learning (Al-Khayyat and Elgamal, 1997), while the driving force of development was all about man's instinctual need to survive (Swanson and Holton III, 2009).

The Early History of T&D

God confused the language to stop human beings from building the tower of Babel, but he cannot stop the progress of human civilization. Discovery – application – communication – improvement – and more discoveries, contributes an early cycle of inventions in human history and makes learning take place (Craig, 1987). The history of communication is usually traced back to the early cave wall drawings, which have simply witnessed the transfer of skills and knowledge of the crafts. For the basic needs of survival, people started to rely on practical tools. A conscious process of learning therefore occurred, without any educational theory or system, but simply through the imitation of someone who had achieved mastery of a particular skill (Swanson and Holton III, 2009).

The modern western education took its rise from the ancient Greeks and Romans, as far back as from 100 B.C. to A.D. 300. According to Moore (1936) and quoted by Swanson and Holton III (2009), "the Greeks were the first to see education as providing an opportunity for individual development" (p. 34). Dimensions, such as human life, ethical rights and personal responsibility, contributed to the philosophy of Greek education, which have a persistent influence in human history and are still highly valued today (Swanson and Holton III, 2009). While during that slavery times, most Greeks, especially

among the upper classes, still kept a contemptuous attitude towards handwork, and training in manual arts could thus not be held in high esteem (Swanson and Holton III, 2009). Unlike the Greek, the development of ancient Romans did not produce such a far-reaching influence on education. But it should be mentioned that the establishment of their educational infrastructure and laws, which symbolize the great achievements of the Romans, still persist well, even after the corrupt of the Roman Empire (Swanson and Holton III, 2009).

With the fall of the Roman Empire, Christianity begun to take over the dominance in the Middle Ages, which in turn, has gradually replaced the Greco-Roman cultural and educational system in both substance and spirit (Swanson and Holton III, 2009). Christian discipline set academic learning at a high value; training took place in the church and those who participated in monastic life could be taught basic reading and writing skills, as well as the academic and artistic training (Swanson and Holton III, 2009).

Since 1800 B.C., a new system called apprenticeship has been instituted for passing knowledge from one person to another, covering the domain of medicine, law and many other professions where we could still find in today's educational system (Craig, 1987). Depend on the sophistication of expertise, apprenticeship comprised three stages: apprentice, journeyman and master (Swanson and Holton III, 2009). And later, this apprenticeship training was gradually brought to the American colonies from Western Europe (Craig, 1987). As Swanson and Holton III (2009) notes, "apprenticeship has been a basic and persistent influence on the development of workplace and is probably the most important non-school institution around which training has grown" (p. 37); and it also "served a critical role in advancing individuals and the economy in the United States" (Swanson and Holton III, 2009, p. 42). Till the late half of the Middle Ages, another type of organization in form of guilds[9] has developed, which can be seen as the

[9] To be detailed, according to Miller (1987), there are three classes of membership in the guilds: "the master worker, who owned the raw materials and the tools, and directed the work; the apprentices, who usually lived with the master and who received practically no pay, expect maintenance and training; and the journeymen, who worked under a master and received fixed wages for their labor (Craig, 1987, p. 5)".

forerunners of labor unions in the modern world (Craig, 1987)[10]. The major goal of this organization was to protect those craftsmen and artisans from substandard workmanship and low wages by setting new regulations for working hours and quality standards for products (Swanson and Holton III, 2009).

Along with the industrialization in the nineteenth century, it sprang up several early schools of business administration in the main form of evening courses at the beginning and the full-time colleges afterwards (Craig, 1987). Education was more and more required to suit some specific tasks under the influence of Industrial Revolution, which boomed the development of training in the history. In the year of 1809, the Masonic Grand Lodge of New York[11] established vocational training facilities, and then was followed later by manual training in the United States in 1825 (Craig, 1987). Not surprisingly, with this advent of public and private institutions for work-related training, the system of apprenticeship training was declining (Swanson and Holton III, 2009). In addition, accompanied by the increasing demands from labor markets and great success of early training schools, government of the United States had also proposed corresponding state legislation for supporting technical training and vocational education (Swanson and Holton III, 2009).

Therefore, it is no exaggeration to say that formal training and development within companies derives from the time of Industrial Revolution (Harkins, 1991). Indeed, the early 1990s marked a clear tendency for organizations in terms of the need to offer work-related training (Swanson and Holton III, 2009). According to Craig (1987), there have been two training techniques were introduced during the emerging industrial era: the first technique called "Gaming Simulation"[12], which was widely adopted for military training

[10] Here the forerunners or labor unions refer in particular to the yeomanry guilds. As the journeymen had few opportunities to become a master craftsman, so they decided to band together and formed yeomanry guilds (Craig, 1987).

[11] The Grand Lodge of New York was organized on December 15, 1782, as the governing body of Freemasonry in the State of New York for electing leaders like many organizations Masons. Official site: http://www.nymasons.org/. Consulted on 17 May 2012.

[12] According to Miller (1987), Gaming Simulation is a war game teaching method for military training, firstly adopted by Prussians in the early 1800s: "They used games consisting of highly detailed maps, and color-coded blocks to represent troops. Players determined troop movements

use, and now, is considered as "a nondirective training technique for helping students think for themselves slowly won acceptance in law, medicine, business, etc." (p. 7); the second technique is "Role Playing"[13], which reflects the "concepts of group play, role theory, and the use of creativity and spontaneity in therapeutic and educational contexts" (p. 7). These two training techniques are well known and widely adopted by many trainers in today's many organizations (Craig, 1987). While it has to be recognized, even though managers became aware of that skills improvement for employees can help enhance business productivity, there was still no single non-school-based corporate educational program within American companies for the next 50 years (Harkins, 1991).

Till August 1940, the National Defense Advisory established the Training within Industry Service (TWI) Commission and it has become a part of the War Manpower Commission in 1942 (Craig, 1987). In order to help contractors to achieve production with high efficiency, low cost and high quality, TWI formulated four programs: Job Instruction, Job Methods, Job Relations and Program Development; each program had a related system to support for obtaining certifications (Swanson and Holton III, 2009). By 1945, around 23 000 persons have been trained through TWI programs in more than 16 000 plants, services and unions (Craig, 1987). Another thing that is worth mentioning in the 1940s is the formation of American Society for Training and Development (ASTD)[14]: the first organization that put the idea of having a national training society across all industries into practice (Craig, 1987). But it was also observed that most emphasis from organizations during that time was put on the industrial training (Craig, 1987). As Peter Drucker stated in the 1940s, there were only two companies he could found that had

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and appropriate armaments (Craig, 1987, p. 7)". And Christopher Langdell at the Harvard Law School has developed this case method in the 1880s (Craig, 1987).

[13] This technique was originated in 1910 by Dr. J.L. Moreno in Vienna, Austria and developed by Dr. Moreno in the early 1930 in United States (Craig, 1987).

[14] American Society for Training and Development (ASTD), started in 1944 (with the name of American Society of Training Directors at the beginning) and headquartered in Alexandria, Virginia, is the largest association of workplace learning and development professionals in the world. Official site: http://www.astd.org/. Consulted on 21 May 2012.

given serious thought to the training of managers, which are Sears Roebuck[15] in America and Marks and Spencer[16] in England (Harkins, 1991).

Nevertheless, the rise of American labor movement has covered the first and second world wars (Swanson and Holton III, 2009) and employee training programs emerged as an introduction during that period (Harkins, 1991); this promoted a great stimulus for the development of training in the history. Just like Miller (1987) said, "training has always grown best where emergency is the dominant thought" (Craig, 1987, p. 10). In fact, as the result of the two world wars, the loss of men made high-skilled workers and staff were extremely in short supplies. Various programs of training for new workers were thus carried out in plenty of organizations for solving their emergent need. In 1943, a War Production Retraining Course for preserving businessmen to manger the war production effort has been proposed by the U.S. War Office and was taken place in Harvard and Stanford University, and it has been also introduced in Massachusetts Institute of Technology (MIT), the University of Chicago and the University of Pittsburgh afterwards (Swanson and Holton III, 2009). After World War II, many American companies have tasted the benefits of management training (Swanson and Holton III, 2009). In the meanwhile, with the explosive growth of new technologies, the postwar market in the United States became more diverse and complex, especially under a general tendency of globalization (Swanson and Holton III, 2009). All this translated to the change in the way people work and live; and thus it called for the need of adaptation to a new economic environment. Training programs at different skill levels were therefore widely spread since then (Harkins, 1991).

The Rise of T&D

[15] Sears Roebuck and Co, founded in 1886 and headquartered in Hoffman Estates, Illinois, U.S., is an American chain of department stores, with 2248 stores in the United States and Canada in 2010. Company's website: http://www.sears.com/. Consulted on 21 May 2012.

[16] Marks and Spencer, also known as M&S, founded in 1884 and headquartered in the City of Westminster, London, is a major British retailer, with 703 stores in the United Kingdom and 361 stores spread across more than 40 countries. Company's website: http://www.marksandspencer.com/. Consulted on 21 May 2012.

In the 1990s, investment in T&D program is highly variable across employers in the society of the United States (Olian *et al.*, 1998). Companies such as IBM and AT&T spent over one billion dollars every year on employee educational programs (Harkins, 1991). All U.S. companies with more than 100 employees were estimated to spend around $45 billion on T&D programs in the year of 1990 and the total annual expenditures on employee education in the United States has been reported at $200 billion according to Wall Street Journal, which is more than the gross national product of many countries during that time (Harkins, 1991). Nowadays, investing in T&D has been going on so long in North American organizations as to constitute a tradition. Report from Statistics Canada in 2001 showed that Canadian employers have generally allocated 55 percent of fees and tuition for employees in programs and 85 percent of the expenses for employees who go on a course (Gilpin-Jackson and Bushe, 2007).

In Europe, work-related training was also an increasing concern for most enterprises since that period, even during the time of economic crisis. Report from *Institut der Deutschen Wirtschaft* (1994) shows that companies in Germany spent around 83 billion marks on T&D programs in the year of 1992, increasing nearly 30 billion marks over the year of 1987, and almost half of the amount (approximate 40 billion marks) has been financed by companies themselves (Mühlemeyer and Clarke, 1997). Similarly in the United Kingdom, the annual expenditure on T&D programs has been reached 14,4 billion, given by the Training Agency in the year of 1989 (Mühlemeyer and Clarke, 1997).

Another considerable changing role of Training and Development in the history is embodied by the demand relationships within organizations. Traditionally speaking, companies carry out training programs driving by their needs for employability skills, while, at the same time, it also yields employees' consideration for their personal career development. On both implicit and explicit measures, there have been many corporations consider T&D as one of the most important prerequisite when looking to advance their employees and offer promotions; and this makes T&D programs within companies function more like a "structured career path" (Olian *et al.*, 1998). Examples can be GE

(General Electric)'s action learning approach for their mid- to senior-level executives[17] and Coca-Cola's ten-week management development program for those in line mangers to become general managers[18], as well as Northern Telecom's four-phased training activities [19] in which employees' participation being one of the most primary considerations for their continued promotion in the near future (Olian *et al.*, 1998). In Procter & Gamble (P&G), employees are required to go back to school each time they are about to receive a new promotion (Olian *et al.*, 1998). Apparently, companies ought to know better that employability skill is no longer a single concern for their T&D programs; it can be also a human resource strategy to encourage and support employees, and in return, maintain their staff's loyalty and commitment to organizations. As Hugh Wood, Chief Operating Officer (COO) of Vecima Networks[20], said in Canadian HR Reporter (2008), "Employees were asking for more than technical training, they want to know how to advance in the company." The stubborn fact remains that a lack of suitably trained, internationally oriented personnel may confine the ability of companies to cope with the complex and ever-changing global environment with sufficient flexibility (Shen and Darby, 2006).

1.3.2 What is Training and Development (T&D)?

[17] According to O'Reilly (1993), action-learning approach is a four-week training program with the help of consultants and business school professors. Company's top officials raise the actual business problems and teams of executives should find relevant solutions and make presentations to other senior managers after one month. The purpose of this training program is to train student executives learn how to function effectively within teams and make decisions with little time and information (Olian *et al.*, 1998).

[18] This program includes traditional leadership training with internally designed simulations, as well as an actions learning program in which "four member teams are given cross-functional and cross –cultural project assignments and send to locations outside their native countries " (Olian *et al.*, 1998).

[19] Northern Telecom approaches their training activities with four T&D phases: 1) Manager Leader Forum I (MLF I) for employees to become managers; 2) Manager Leader Forum II (MLF II) for first- and second level managers; 3) Manager Leader Forum III (MLF III) for Director Level and up; 4) Global Leadership Forum, only for senior executives, inviting by the CEO of the company (Olian *et al.*, 1998).

[20] Vecima Networks Inc., found in 1988 and headquartered in Victoria, British Columbia, Canada, is a company designing, manufacturing and selling products that enable broadband access to cable, wireless and telephony networks and having about 600 employees. Company's website: http://www.vecima.com/. Consulted on 6 July 2012.

Training and Development is always an overriding part in the domain of Human Resource Development (HRD). An abundant literature on T&D research has been developed by scholars and researchers for years. There is no single view of T&D (Swanson and Holton III, 2009). The words 'training' and 'development' cover a multitude of ranges (Grugulis, 2007). This section introduces the general concepts of T&D from several alternative perspectives.

Definitions

The word "training" is literally synonymous with "coaching", "teaching" or "tutoring"; training programs are mainly designed to help people to develop new knowledge, skills and attitudes in the form of a structured learning event (Lucas, 2009). Various authors have given training quite a lot similar definitions. "Training can be developmental. It can equip workers with skills and give them power in the labor market, improve their career prospects and add considerably to their lifetime earnings" (Grugulis, 2007, p. 8). The realm of training then goes much further than a basic educational system, which can only provide general knowledge such as the ability to read, write and do math, but more job-specific. Contrary to organization development (OD), T&D focuses at the individual level and connects with the organizations (Swanson and Holton III, 2009)[21]. Noe (2008) addresses that training can prepare employees to use new technologies and help them to communicate and corporate with customers or peers from different cultures; companies in global market therefore should take training as a necessity but not a luxury. "Training is not education-light – it is more than knowledge" (Swanson and Holton III, 2009, p. 226); it concerned with performance rather than with subject matter (Craig, 1987). Lucas (2009) further points out that a systematic and analytical training process should be more effective. Given by the previous literature, Al-Khayyat and Elgamal (1997) therefore elicit four main characteristics from numerous definitions of training, which highlight that training is 1) a learning experience; 2) a tool for behavioral and/or attitudinal change; 3) concerned with equipping and/or exposing personnel to a new set of knowledge and skills; and 4) with the objective of organization productivity that is achieved by

[21] Swanson and Holton III (2009) address two major realms of practice take place within HRD. One is organization development (OD) and the other is Training and Development (T&D). According to them, OD focuses at the organizational level and connects with individuals (p. 5).

increasing the potential performance of individuals. Kamoche refers human resources to the "accumulated stock of knowledge, skills, and abilities that the individuals possess"[22], while T&D is just an activity can help firms to build their stocks of human resources (Dowling and Welch, 2004). Companies should not therefore train people just for a limited period of time, but take it as a continuous education (Zakaria, 2000).

"Training" Versus "Development"

The terms "Training" and "Development" are frequently discussed by historical literature in light of their similarities and potential differences. "This really is a grey area" (Garters, 1999). Fitzgerald (1992) believes that the distinctions between training and development can help people to well understand the short- and long-term success of an organization.

Many authors refer "Training" and "Development" to the acquisition of knowledge, skills, and abilities (Fitzgerald, 1992; Saks and Haccoun, 2009), which is considered as a general similarity. Likewise, one most commonly recognized difference should be mentioned is the long-term focus of development and short-term orientation of training. For instance, Swanson and Holton III (2009) broadly define Training and Development as "a process of systematically developing work related knowledge and expertise for the purpose of improving performance" (p. 226), but they also state that training is more concerned about entry-level employees, while development provides more opportunities to those who have a strong potential and accept the expansion of knowledge that beyond their present job requirement. As Dowling and Welch (2004) state correspondingly, "training aims to improve employees' current work skills and behavior, whereas development aims to increase abilities in relation to some future position or job" (p. 117). "Training is a means to an end and not vice versa" (Fitzgerald, 1992), which means training yields changes and it is bound up with the performance by absorbing new know-how. In contrast, "development looks beyond today" (Fitzgerald, 1992) and it is quite a

[22] K.Kamoche, Strategic Human Resource Management with a Resource-capability View of the Firm, *Journal of Management Studies*, Vol.33, No. 2 (1996) p. 216; quoted by Dowling, Peter J. and Welch, Denice E. 2004. *International Human Resource Management: Managing People in a Multinational Context*, Fourth Edition. London: Thomson Learning, p. 118.

board term in the human resource management area (Shen and Darby, 2006), as it doesn't occur during or right after the learning process. In simple terms, skill or knowledge transfer is easily measured within training that makes it more tangible than development (Garters, 1999). In addition, training and development are also distinct in terms of the learning approach. Al-Khayyat and Elgamal (1997) point out that within T&D, development is more employee self-initiated and voluntary; and methods such as job rotation or learning centers are more often applied in development; while training approaches more lectures, practical sessions and workshops.

In the point of fact, Training and Development are conceptualized as different within the literature. While it is always another thing once we put it into practice. For many managers, even those from human resource department, their ideas about giving employees a short-term training or a long-term development plan have been always blurred. Swanson and Holton III (2009) state that "Within T&D, more effort is focused on training than on development" (p. 226). One survey of 25 interviews with managers from the United Kingdom, conducted by McDowall and Saunders (2010), finds that it is not easy to distinguish the differences between training and development, as sometimes training can involve a long-term developmental element, or a developmental activity can structured in a training-like format. Most participants from this research are also apt to combine training and development as they believe that training in somehow can help lead and support development, and this kind of inter-relationships make the combination more valuable (McDowall and Saunders, 2010). Not come singly pairs, an integrated training and development function is highly thought of by many other authors. "Training and development is not a separate function within the organization, it is part of operations and it must be integrated that way" (Garters, 1999). Sillince (1993) also points out that integrated training and development function can well contribute to the improvement of organizations' performance, especially under the focus of company's business strategy. Certainly, one thing should be reminded that linking performance or business strategy with the integration of T&D may also make companies loss money if it is poorly designed (Noe, 2008).

Common Methods of T&D

On the whole, there are two general training methods used frequently within organizations, which are on-the-job T&D and off-the-job T&D (Craig, 1987; Mühlemeyer and Clarke, 1997; Olian *et al.*, 1998; Saks and Haccoun, 2009; Swanson and Holton III, 2009; Zakaria, 2000). On-the-job T&D is the most common one that the learners usually work under the guidance or observation of a supervisor or an experienced worker (Craig, 1987). As the name implies, off-the-job T&D is usually delivered away from the actual work environment such as online learning, simulations or lectures.

Swanson and Holton III (2009) believe that both these two methods have their own advantages: on-the-job programs can make learning process embedded into workplace with available resources; and off-the-job training can help employees avoid stress from the workplace. While Olian *et al.*, (1998) argue that on-the-job training is much more efficient and cost-effective, as considering the time consumption and travel cost that makes off-the-job program too costly. Another significant point stressed by Mühlemeyer and Clarke (1997) argues that companies outwardly provide resources required for a T&D program in terms of monitoring the success of the training, such as seminars, will not effectively implement new know-how at the workplace if the connection between the information learned and that required for work is not clearly and well stated. On the other hand, instead of teaching employees what to learn, Zakaria (2000) thinks that people should be also taught how to learn, which, in turn, can contribute a dynamic working environment by adapting and transferring new knowledge and skills to the demands of changing jobs.

Context Identifying of T&D

Even historical literature endows T&D with certain individual characteristics and attributes; one can never consider T&D as an independent activity without taking account of the internal and external factors.

Gibb (2011) stresses three basic needs that should be identified at the initial stage of the HRD process: 1) personal needs; 2) work needs and 3) organizational needs. From personal level, no matter a new or an existing staff, people will not have the same degree of learning and their expectations for careers can be different too. Thus assessing HRD needs at an individual level can be crucial that helps organizations to reduce waste and concentrate resources for the improvement of performance (Gibb, 2011). Work needs, on the other hand, concern more about the skills or knowledge in some specific areas or an occupation, which in turn, usually call for the qualifications or certifications to meet the standards in some professional domains (Gibb, 2011). Lastly, the identification of HRD needs at an organizational level usually takes the activity as a whole that is common to all members within the company; it is influenced by the organizational values, performance gaps and enterprise planning in the future (Gibb, 2011). Without a reasonable needs analysis, no matter how the HRD plan is well designed, it will not make any sense and is going to be a waste of time and resource. These three identifying needs can thus provide enterprises the rational for a long-term and sustainable administration. Coincidently, to cover T&D in more details, Saks and Haccoun (2009) further point out that environmental and organizational contexts largely influence the human resource system and T&D programs. Imagine what happens if a typist is still learning how to use a traditional typewriter while computers have become commonplace. To gain and develop competitive advantages with increasing global competition, companies can never be constrained by the same strategies. Admittedly, environmental factors such as legislation, the economic climate and social values could have a direct impact on organizational settings (such as values, goals, strategies, structure and culture), which in turn drive the need for new knowledge, skills, abilities and training programs (Saks and Haccoun, 2009).

Figure 1.6 The Context of Training and Development.

Modified from Saks and Haccoun (2009)

Based on the perspectives above, Figure 1.6 well illustrates the general context of T&D, indicating that the initial stage of T&D design is basically dependent on the overall situation around and any changes in the market can lead to the subsequent changes in organizations and thus have associated impacts over the decision-makings of T&D programs. The better organized the entire business; the easier it is to develop an effective training operation (Craig, 1987). A well-designed T&D program should be no wonder capable of adapting to the corporate strategy with the change of market needs. And this is definitely applicable for multinational companies in a cross-cultural setting as well.

Traditional Model and Approach

- Instructional Systems Design (ISD) Model

When it comes to talk about T&D, mention must be made of the model of Instructional Systems Design (ISD). Most books have been written about ISD as a universal systems approach to the design of T&D. Saks and Haccoun (2009) define ISD as "a rational and scientific model of the training and development process that consists of a needs analysis, training design and delivery, and training evaluation" (p. 20). ISD model was initially designed and developed for the United States military in 1969 (Swanson and Holton III, 2009) to solve the problem of human performance and organizational effectiveness that related to the learning or training issue; and now, it has been widely employed within many organizations and has been considered to be the best approach for managing the training and development process (Saks and Haccoun, 2009).

- ADDIE process

Most designs of ISD model follow a systematic approach of ADDIE process (Analyze, Design, Develop, Implement and Evaluate) in which the five phrases for addressing

performance needs are met (Lucas, 2009; Saks and Haccoun, 2009; Swanson and Holton III, 2009):

- Analysis (including identification of needs; environmental and organizational context of T&D)
- Design
- Development
- Implementation (or Delivery)
- Evaluation (and Control)

According to these five phases of ADDIE model, T&D process starts from a thorough analysis, which usually conducted by those who have to determine the performance problems within the organization. Here the performance problems can be understood as the gap between the expected and actual performance such as the problem of low productivity or a backwardness of technology. Indeed, this first step is also subjected to Gibb (2011)'s three identifying needs and Saks and Haccoun (2009)'s environmental and organizational contexts that have been mentioned above. Once a determination is made and training needs are identified, a T&D program will be designed and developed[23]; and then, the content is eventually implemented (or delivered)[24]. In reference to the ISD model from Saks and Haccoun (2009), these three stages cover four main steps of setting the 1) training goals; 2) training contents; 3) training methods and 4) training principles. Lastly, it is the ending step to evaluate the effectiveness of the design of ISD model including the performance of trainees, the criteria and design of T&D program, as well as the needs to revise the program[25].

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[23] The step of Design is sometimes combined with the step of development or vice versa (Saks and Haccoun, 2009)

[24] Saks and Haccoun (2009)'s ISD model of T&D (p. 22) lumps these three stages (Design, Develop and Implement) together into one phrase. While traditionally speaking, ISD model usually divide the instruction process into five stages as the ADDIE process presents.

[25] Sometimes, the last phrase of Evaluation is also interpreted as a step of Control (Swanson and Holton III, 2009).

As described above, each step is evidently interrelated. Changes occur in one stage lead to changes in the subsequent stage. The model displayed in Figure 1.7, represents the most classical design of ISD in terms of its ADDIE process.

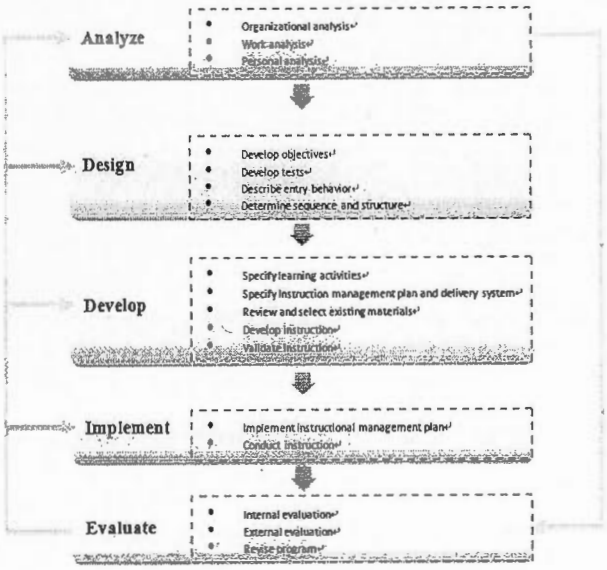

Figure 1.7 The Instructional Systems Design (ISD) Model of Training and Development. (ADDIE Process)

Modified from Swanson and Holton III (2009), Saks and Haccoun (2009)

It should be noticed that although most researchers present ISD in a linear or waterfall model (Swanson and Holton III, 2009; Saks and Haccoun, 2009), the nature of ADDIE process is actually an evolution cycle. As Figure 1.7 shows, there are feedback loops from Evaluation phrase to the four previous phrases. In other words, a T&D program is a closed-loop system in which trainers should not only determine the measurement standard and design for the evaluation phrase in the initial stage of the process, but also should modify and improve the whole system on the basis of training evaluation (Saks and Haccoun, 2009).

Even the ADDIE process of ISD model is well acknowledged as a typical roadmap for an entire T&D program, not all organizations stick to the full steps of this model. According to various conditions, other added components still made available on an as required basis. Yet it should be confessed that this ISD model just provides a sound foundation for all types of T&D design.

1.4 Training and development (T&D) within multinational corporations (MNCs)

The increase globalization over the past decades has largely promoted the regional economic cooperation with the growth for many companies going overseas. With international tendency comes substantial workforce diversity and complexity within the organizations, and therefore, companies' T&D under multinational context has drawn a wide attention from the domain of IHRM.

1.4.1 T&D from an International Level

Recruiting, developing and retaining people who have the global business skills is always a big challenge for most HR managers in MNCs, especially for those who are seeking the way to keep up with the fast-changing market. It is naïve to believe that a common platform without any specific attentions from headquarters can be perfectly implemented throughout an international corporation, not to mention the result of local success (Lundby and Jolton, 2010).

With the majority of IHRM research continues to put cultural components at the foremost position (Dowling and Welch, 2004; Harzing and Ruysseveldt, 2004; Lundby and Jolton, 2010), there is a growing literature that focuses on aspects of cross-cultural training (CCT) (Bean, 2007; Harzing and Ruysseveldt, 2004; Zakaria, 2000). Developing an appropriate frame of T&D for global workforce to deal with foreign cultures can be a most disputed issue in international business. So far, the position of CCT within the framework of T&D is still vague, which has been usually understood as a particular field

of development that is separate from traditional T&D; and inconsistency often occurs within most MNCs when it comes to set goals and approaches for cross-cultural designs (Bean, 2007). It is always hard to realize how culture affects people's values, attitudes and behaviors in light of its subtle characteristic; while these attributes are indeed continuously transmitted in a dynamic process (Dowling and Welch, 2004). Knowledge of cross-cultural management research thus should be accumulated so that the implicit cultural differences can be raised to a conscious level (Harzing and Ruysseveldt, 2004). Bean (2007) further contends that all companies from different industries should treat cultural competence as a generic skill; he states, "Cultural competence is vital to international trade performance and the fulfillment of international diplomacy and security responsibilities. Dowling and Welch (2004) equally believe that the HR manager, no matter at corporate headquarters or in the host location, should essentially hold an awareness of cultural differences in their working place. After all, the recognition and leveraging of workforce cultural diversity can help constitute a sustainable competitive advantage for enterprises in every industry" (Bean, 2007). Therefore, it is undoubtedly a constant challenge for international firms to cope with cultural differences, and recognizing how and when these differences are relevant (Dowling and Welch, 2004).

The complexity of cultural diversity makes it impossible to find any one-size-fits-all solutions. Besides the corporate cultures, career components such as hierarchy, centralization or decentralization, empowerment and autonomy should be also taken account of within MNCs, which may vary across cultures as well (Kelly *et al.*, 2003). Indeed, "what makes a strong leader in one culture can be completely ineffective in another" (Breitenstein, 2005); this calls for a training program in MNCs that can not only retain employees' own cultural values, but should also meet local markets needs and the expectations from headquarters. According to a longitudinal training evaluation survey in 2006 (with 145 participants), the knowledge and understanding of organizational policies and issues, customs values and beliefs regarding cultural diversity, as well as the cross-cultural communication skills, have been considered increasingly important (Bean, 2007). It has become a major trend for management development in MNCs to carry weight in developing cross-national corporate culture and integrating international operations (Shen and Darby, 2006).

In addition, the attitudes towards the practice of T&D can be widely divergent within global companies, respecting their own corporation cultures and organizational structures, as well as the industry type. From the industrial level, one can never forget that the pattern of international competition varies widely based on different types of industry (Dowling and Welch, 2004)[26]. It is no more a domestic one when it comes to a global level, as the same industry may not have the same competitive position in two different markets. Hence the structure and orientation of IHRM are significantly influenced by the industry in which a MNC is involved (Dowling and Welch, 2004). From an organizational level, a firm's operational structure and its own business culture construct another determinant for the strategy of IHRM, in which reflected by the corporate hierarchy. According to Ashkenas *et al.* (2002), and quoted by Kelly *et al.* (2003), traditional hierarchical organizations provide strategic education only to senior employees, while lower level employees can only reach basic skills training; on the contrary, in "boundaryless" organizations, employees from different levels can have equal opportunity to receive similar strategic education. This exposes a great distinct of T&D strategies making by HR managers from diverse business cultural contexts.

Similarly, a research from Shen and Darby (2006) has revealed that most global firms adopt usually an ethnocentric approach to international T&D and generally prefer assigning expatriate managers to foreign subsidiaries instead of using local executives, while the promotion for local employees is usually confined to the subsidiaries, and T&D design for those people is thus limited. The very reason to explain this kind of ethnocentric relationships within in MNCs may refer to two of Hofstede's cultural dimensions (see Figure 1.4), which are power distance and uncertainty avoidance, as both these two dimensions have "consequences for the way people build their institutions and organizations" (Hofstede, 1984). In the management context, Power Distance (PDI) reflects the relationship between supervisors and subordinates. With higher power distance, organizations present a more hierarchical system; the supervisors and subordinates consider each other less equal. Uncertainty Avoidance (UAI), however, deals with the extent to which employees feel threatened by ambiguity and uncertain

[26] M.E. Proter, Changing Patterns of International Competition, *California Management Review*, Vol.28, No.2 (1986) p. 9-40; quoted by Dowling, Peter J. and Welch, Denice E. 2004. *International Human Resource Management: Managing People in a Multinational Context*, Fourth Edition. London: Thomson Learning, p. 15.

circumstances. In companies with higher level of uncertainty avoidance, business is more structured and employees hold more work stress as considering the security of their employment. There have been researches both from Gong (2002) and Harzing and Ruysseveldt (2005), and quoted by Long (2009), finding that MNCs with high power distance cultures and strong uncertainty avoidance are more likely to use expatriate managers in their foreign subsidiaries. And it has been a quite widely spread phenomenon in most MNCs. Therefore, it is easy to see why most IHRM research has primarily concentrated on expatriation issues (Banai and Reisel, 1993; Lee, 2007; McDonald, 1993; Tung, 1987; Zakaria, 2000).

1.4.2 Expatriation

As a matter of fact, intercultural experiences such as expatriate assignments are becoming more and more commonplace with the rapid increase of workforce globalization (Lundby and Jolton, 2010). Generally speaking, the use of expatriates can help MNCs to oversee the successful implementation of appropriate work practices and build a bridge of an international work practices transfer (Dowling and Welch, 2004). Dowling and Welch (2004) summarize three main reasons that have been identified by IHRM literature for explaining why most MNCs persist in using expatriates:

1) Position filling: most multinational companies prefer to use expatriate staff for a short-term purpose to fill a skills gap;

2) Management development: through the involvement of T&D program in other part of the organization can motivate employees to help develop corporations' common values;

3) Organization development: a strategy to help employees to gain a broader perspective through an international experience and exploit global market opportunities.

As mentioned above, the preference of using expatriate within MNCs also similarly corresponds to the theory of Hofstede (1984) (see Figure 1.4), which explains that

organizations with high power distance accept a hierarchical order and lack power equalization; and on the other hand, strong uncertainty avoidance drives organizations to avoid uncertainty and ambiguity by exercising more control[27]. Indeed, under an internationalization process, control and coordination issues are always paramount for most MNCs that underlie many of the decisions taken by headquarters management (Dowling and Welch, 2004). While an observation from Bilino and Feldman[28] finds that expatriates often spend abundant time on less challenging tasks once they take over the job of the local staff due to the differences in knowledge and competence levels; and as a result, their own expertise has not been well developed and they find themselves less competitive once they return to their home operation (Dowling and Welch, 2004). Another most widespread belief for the use of expatriates is because that the majority of MNCs place more confidence on expatriates' loyalty rather than those HCNs (Banai and Reisel, 1993). As considering the direct control of subsidiary operations is more important if the degree of cultural distance between home and host country is high[29], most headquarter management may fear that local managers are less committed to the company and thus refuse to trust the information from their local staff (Harzing and Ruysseveldt, 2004). While research from Banai and Reisel (1993) indicates that overseas assignments should not be regarded as a reasonable proving ground for testing managers' loyalty as there is no empirical study so far can really support this kind of point.

One survey of expatriate assignments across 80 MNCs from the United States reveals that more than half of these investigated companies have reached a failure rate of 10% to 20%, lending supports to another study, which finds that around 30% of overseas assignments within American MNCs are mistakes (Tung, 1987). Based on the research conducted by Tung (1987), Lee (2007) further identified six main reasons for explaining

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[27] According to Harzing and Ruysseveldt (2005), and quoted by Long (2009), "the preference of uncertainty avoidant multinationals towards the use of expatriate managers by their preference for stricter forms of subsidiary control." (p. 26).

[28] M.C. Bolino and D.C. Feldman, Increasing the Skill Utilization of Expatriates, *Human Resource Management*, Vol. 39, No. 4(2000) p. 367-379; quoted by Dowling, Peter J. and Welch, Denice E. 2004. *International Human Resource Management: Managing People in a Multinational Context*, Fourth Edition. London: Thomson Learning, p. 72.

[29] It corresponds to Hofstede's theory of uncertainty avoidance, which highlights that cultures with high uncertainty avoidance have a strong preference for being 'in control'; and under this kind of culture, managers from parent country nationals (PCNs) or expatriates are considered to be a favored alternative for senior positions in subsidiaries (Harzing and Ruysseveldt, 2004, P. 256-257.)

expatriate failure, which include the inability of adaptation, having no open mindset, the lack of motivation, technical competence and family assimilation, and insufficient support from the head office. Not surprisingly, research findings show that between 16 and 40 percent of all expatriate managers end their overseas assignments early and return to the home country, mostly due to their poor performance (Black and Mendenhall, 1990). Here Tung (1987) borrowed the definition of expatriate failure from the survey as "the inability of an expatriate to perform effectively in a foreign country and, hence, the need for the employee to be fired or recalled home". While Zakaria (2000) also points out that people's expectations for success or failure in a business scenario may differ across cultures, and thus sometimes, expatriates' knowledge and experience from their home country may not be valued or accepted by the local market.

Table 1.2
Expatriate Failure Rates

Origin of MCNs	Expatriate Failure Rates (%)
United States	30-85
Developing countries	70
European	5-15
United States	10-30
Swedish	40,2
United States	25-40
Origin of MCNs	5-10

Source: Shen, J. and Edwards, V. (2004), «Recruitment and selection in Chinese MNEs», *International Journal of Human Resource Management*, Vol. 15 Nos 4/5, p. 814-35; quoted from Shen, «International training and management development: theory and reality», *Journal of Management Development*, 2005, p. 658.

Moreover, the cost associated with the return of sending expatriates to foreign subsidiaries is always another principal concern for most companies, which can largely contribute to the failures of expatriate assignment as well (McDonald, 1993). According to Copeland and Griggs (1985); Harris and Moran (1979); Misa and Fabricatore (1979), and quoted by Black and Mendenhall (1990), it has been estimated that each failed expatriate assignment costs companies from $50 000 to $150 000, with over $2 billion direct annual costs of expatriate failures for U.S. firms. Besides these tangible lost,

indirect cost such as the damaging relationship with host country government and local market, the lost of business opportunity and companies' reputation, can be also considerable due to a failed expatriate assignment (Shen, 2005). Based on the report from Shen and Edwards (2004) and quoted by Shen (2005), Table 1.2 shows some expatriate failure rates.

Past literature has revealed a remaining upward tendency in expatriate failure rates (Shen, 2005), which raises the alarm for many MNCs who still favor the use of expatriates. As faced by the continually occurring problems of expatriate failures, the author therefore believes that it should be wiser for MNCs to seek more cost-effective alternatives for their international personnel practices.

1.4.3 Host-country Nationals (HCNs)

Discussion of IHRM usually tends to be biased in the direction of expatriate management (Dowling and Welch, 2004). However, like Baumgarten (1995) said and quoted by Shen and Darby (2006), expatriates' success depends not only on themselves, but also upon those local people with whom they work. In this global age, qualified people are badly required for companies who want to expand beyond their own national borders. On the one hand, MNCs send expatriates to manager and transfer the control over local employees; on the other hand, more and more multinationals start to recruit and groom available talents immediately in the local market (Solomon, 1995).

It is interesting that, most cross-cultural training (CCT) researches limit the focus on the T&D for expatriates (Dowling and Welch, 2004; Harzing and Ruysseveldt, 2004; Zakaria, 2000). No wonder, there have been scholars describe CCT as "planned intervention designed to increase the knowledge and skills of expatriates to live and work effectively and achieve general life satisfaction in an unfamiliar host culture"[30] (Harzing

[30] Kealey, D and Protheroe, D.(1996) 'The effectiveness of cross culture training for expatriates: An assessment of the literature on the issue'. *International Journal of Intercultural Relations*, 20:

and Ruysseveldt, 2004, p. 284). Even for studies with the themes of HCNs, most of them mainly prefer to explore the relationships between HCNs and expatriates, or how HCNs can help the adaptation of expatriates in local markets. Examples can be the research from Mahajan (2009), which highlights the important function of HCNs in the adjustment process of expatriates and especially through their non-work-related helps. Giving serious thoughts to cross-cultural training for HCNs is usually not where the emphasis of literature lies. Dowling and Welch (2004) used to note that:

> "At some point, however, multinational management replaces expatriates with local staff with the expectation that these work practices will continue as planned. This approach is based on assumptions that appropriate behavior will have been instilled in the local workforce through training programs and hiring practices" (p. 187).[1]

Phenomenon like this not only further proves the partiality of MNCs for the assignment of an expatriate over a HCN manager; but also produces a "vicious circle" in which expatriates afford much greater level of control in a MNC subsidiary rather than those local employees.

To get rid of this odd circle, more availability of T&D researches for HCNs is thus urgently needed. One investigation concerning the expatriate – HCN issue, conducted by Volkmar (2003), can just buttress up this argument. By approaching two levels of analysis, one is from the control level of parent MNC and another is from the subsidiary control level, Volkmar (2003) negates the traditional assumption that expatriate managers automatically offer a higher level of control over a foreign subsidiary than a HCN manager; and on the contrary, it is contended that HCNs can be expected to afford greater or even much stronger overall control at the subsidiary level than expatriates. Based on previous empirical studies, Long (2009) listed three main reasons for choosing a HCN manager to run a foreign subsidiary in his research paper, which include their advantages in local knowledge, low cost and technical qualifications (p. 37). It is also highlighted the importance for HCNs to be able to communicate with headquarter by sharing at least one

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141-165; quoted by Harzing, Anne-Wil and Ruysseveldt, Joris Van (2004). International Human Resource Management. London, SAGE Publications Ltd.: p. 284.

common language (Long, 2009). To further shed light on the role of Host Country Nationals (HCNs), Toh and Denisi (2003) build a model of HCNs' reactions to expatriate pay policies, illustrating that gaining the cooperation and commitment from a reliable cadre of competent local staff is of significant for MNCs to succeed. Another study about T&D in Chinese multinational enterprises, conducted by Shen and Darby (2006), suggests that the constraints in T&D for local employees will frustrate Chinese MCNs' development in local market and limit the pool of potential leaders. A strong advocate of shifting development from expatriates to local staffs therefore turns to be a new tendency in IHRM literature.

Multinational management has a more complex context than domestic management; it deals with the national culture of the parent company and corporate culture, as well as the national culture of the subsidiary unit (Dowling and Welch, 2004). An additional dimension of complexity to the subsidiary control should be considered for MNCs who want to manager different organizational cultures in a working environment (Volkmar, 2003). When it comes to share common values, attitudes and behaviors in a MNC, cross-cultural training is therefore no more a single issue only for those expatriates, but is also of important for HCNs in the foreign subsidiary. Harzing and Ruysseveldt (2004) also points out that providing HCNs T&D with the opportunities for advancement and promotion can consequently increase their commitment to the company and enhance employees' motivation at work, not to mention their innate advantage of familiarity with socioeconomic, political and legal environment and with business practices in the local market. At all events, employees are seeking a just and favorable condition of work; equal opportunities from T&D have had a direct impact on all employment practices.

The awkward thing is, when it comes to make decisions for the choice between expatriates and HCNs, many MNCs may hesitate in view of HCNs' limitation in their international and cross-cultural experience, and their difficulties of communication in dealing with the corporate headquarter. Organizations in particularly stress the need for providing expatriates adequate pre-departure training, and comparatively neglect the training needs for those HCNs from foreign subsidiaries, especially in the aspect of personal development and managerial level. Or more MNCs prefer to localize the training

of HCNs with the purpose of cost saving. In fact, along with the economic development and all-round social progress, more and more HCNs in MNCs are well trained and well educated, and they believe that they should be accorded the same treatment as expatriates (Toh and Denisi, 2003). Considerations for transferring HCNs to the organizations' headquarters or home-subsidiary units hence are encouraged by researchers.

Indeed, the method of T&D design like sending key locally hired employees from oversea subsidiaries or affiliates to corporate headquarters has been approached for long ago, especially in the history of many Japanese multinationals. For instance, Okadaya[31], a wholly-owned Japanese general merchandising store (GMS) company, sent their local professionals from subsidiaries to Japan at regular intervals for special generalist training, which was considered by the Japanese management as badly crucial for the development of their employees (Wong and Hendry, 1997).

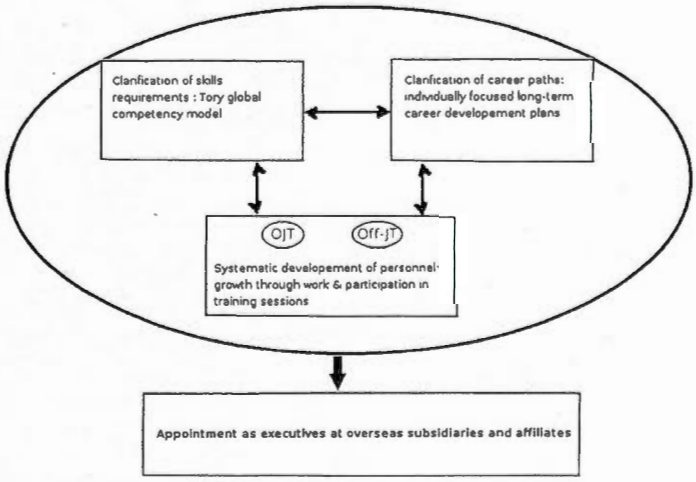

Figure 1.8 Toray Group-wide Standard Model.

Source: Toray Industries Inc. (2012)

[31] Okadaya, a wholly-owned Japanese general merchandising store (GMS) company, established in 1986 and had four store outlets in the new towns of Hong Kong with 1000 local employees. Source: Wong, May M. L. and Hendry, Chris 1997. «A study of the employment system of Japanese multinational retailers in Hong Kong». *The International Journal of Human Resource Management*, vol. 8, no 5, p. 633. In *Taylor & Francis Online*. On line. <http://dx.doi.org/10.1080/095851997341423>. Consulted on 8 September 2012.

Another best example is Toray Industries[32], "the world's largest producer of carbon fiber, and Japan's largest producer of synthetic fiber", according to the company brochure. In order to develop and promote all local staff in oversea subsidiaries, Toray set up a model of Group-wide standard (see Figure 1.8) as a reference of working performance and occupational planning for helping those who expect to be promoted at the executive positions. (Toray Industries Inc., 2012).

Furthermore, Toray Group has also developed a multi-level training system (See Figure 1.9) for their potential executive candidates in subsidiaries (Toray Industries Inc., 2012). Except the local courses held overseas, their key employees are also required to participate in the training programs held in Japan, helping them to be familiar with company's management philosophy and policies, as well as to develop a long-term individual career plan (Toray Industries Inc., 2012).

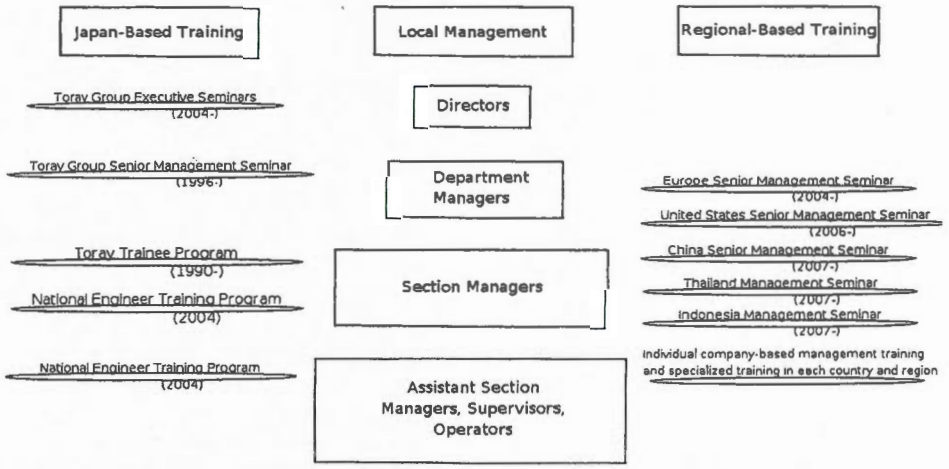

Figure 1.9 Toray Training System for Key Employees in Overseas Group Companies

Source: Toray Industries Inc. (2012)

[32] Toray Industries, Inc., established in January 1926, is a MNC headquartered in Japan. Its main business covers the domain of fibers and textiles; plastics and chemicals; IT-related products; carbon fiber composite materials; environment and engineering; life science and other related research services. The company has 40,227 employees in total with 22,948 in oversea subsidiaries. Company's website: http://www.toray.com/. Consulted on 9 September 2012.

From a global perspective, sending HCNs to headquarters cannot only cultivate them a sense of company identity and corporate culture[33], but also increase the efficiency in helping to develop global management teams[34] (Shen, 2005). Therefore, it is believed that including HCNs in management development will improve employees' performance, and the transfer of HCNs to corporate headquarters are more and more accepted in international management development schemes (Shen and Darby, 2006). Figure 1.8 and Figure 1.9 just present those MNCs one of numerous classic models in designing T&D programs for their HCNs at oversea subsidiaries.

Developing a truly international enterprise involve providing the requisite T&D not only to expatriates, but also to HCNs. And this should be clearly understood by all MNCs who want to succeed abroad.

1.5 Theoretical Framework

1.5.1 Overview of Research Questions with Relevant Theory

Previous sections mainly reviewed the research settings and T&D literature, which highlighted the research position that HCNs' participation in T&D is significant for MNCs to achieve business goals in Chinese market. The problems with T&D in China revealed a common ignorance of understanding the real training needs; and the ADDIE model corresponding with Gibb (2011)'s three identifying needs and Saks and Haccoun (2009)'s environmental and organizational contexts further highlighted the importance for enterprises to analyze needs before considering the provision of T&D for their

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[33] Scullion, H. (1994), "Staffing policies and strategic control in British multinationals", *International Studies of Management and Organization*, Vol.3 No.4, p. 86-104; quoted by Shen, Jie. 2005. «International training and management development: theory and reality». Journal of Management Development, vol. 24, no 7, p. 662. On line. <http://people.math.sfu.ca/~van/diverse/bellut-papers/test-9.pdf>. Consulted on 8 July 2012.

[34] Edstrom, A. and Galbraith, J.R. (1977), "Transfer of managers as coordination and control strategy in multinational organizations", *Administrative Science Quarterly* Vol. 2 No. 2, p. 248-63;quoted by Shen, Jie. 2005. «International training and management development: theory and reality». Journal of Management Development, vol. 24, no 7, p. 662. On line. <http://people.math.sfu.ca/~van/diverse/bellut-papers/test-9.pdf>. Consulted on 8 July 2012.

employees. This is usually a most important reason that explains the failure of T&D in China. In addition, the general phenomenon of MNCs' preference in terms of using expatriates rather than training and developing HCNs impelled the researcher even more to ask for the reasons. In this study, it is contended that any attempt to affect a T&D decision-making within MNCs is based on a thorough understanding of how decisions are actually made. Therefore, the focus of this study is to explore the factors that guide MNCs' T&D decisions for HCNs in China. In other words, this is a study to help understand why MNCs provide T&D to HCNs in China and why MNCs do not provide T&D to HCNs in China. Two research questions are therefore raised as followed:

RQ1. What factors may motivate MNCs to provide T&D to HCNs in China?

RQ2. What factors may hinder MNCs from providing T&D to HCNs in China?

This study focused on MNCs in China for two main reasons. Firstly, the researcher anticipated that local employees in China are more likely to request access to company's T&D opportunity than expatriates. Indeed, findings of several researches as mentioned above have showed a considerable expatriate failure rate within MNCs (Black and Mendenhall, 1990; Lee, 2007; Shen, 2005; Tung, 1987), and in the meanwhile, there exists an increasing tendency of HCNs' frustrations to MNCs due to their companies' ignorance in developing local staff (Harzing and Ruysseveldt, 2004; Long, 2009; Shen and Darby, 2006; Toh and Denisi, 2003). Secondly, little effort has been devoted to gathering the information about the factors that influence the HCNs' access to T&D within MNCs under a Chinese setting, as most literature focuses on expatriation training issues (Banai and Reisel, 1993; Lee, 2007; McDonald, 1993; Tung, 1987; Zakaria, 2000).

The theoretical foundation and research questions of this study were mainly derived from past study, such as Banks *et al.* (1987); Coetzer *et al.* (2012); McDowall and Saunders (2010); Shen and Darby (2006); Westhead (1998), and it should be pointed out that responses from leaderships with relevant responsibilities of T&D, such as Chief

Executive Officer (CEO) in China, the owner of company, human resource manager / director or director of other department, were highly valued in this study.

Role of Leaderships

In fact, building T&D to suit corporate and business strategy has been always a favorite topic till now, and it results in a derivative point to be noted, which concerns the role of leaderships. Most prior studies regarding the topic of factors that influence the T&D decision-makings for employees have typically involved a questionnaire by collecting the opinions from leaderships through an interview or survey. The decisional role of leaderships is unquestionable critical (Coetzer *et al.*, 2012). One study conducted by Banks *et al.* (1987) found that people who may most responsible for T&D decision making within a company include CEO or owner (74%); personnel directors (47,6%) and management development officers (16,7%); the result applies to both small and large business. Banks *et al.* (1987)'s study has also found that small and large business were more similar than different in the factors they use in making T&D decisions, and both of them ranked the judgment of superiors as the first consideration in determining T&D needs. The leadership within a company is undoubtedly at the heart of the training provision discussion (Westhead, 1998). That is why the responses from that group were considered valuable in this study. Moreover, Sillince (1993) used to argue that the ownership of T&D should be moved from senior manager to seconding talented line management, as it can not only improve their knowledge and skills but also makes T&D a more dynamic function within an organization. Research of McDowall and Saunders (2010) further highlighted the vital role of managerial support in both training and developmental activities within a company, especially for employees who are prepared to commit to their future development. "The planning and management of training must be put into the hands of senior management" (Mühlemeyer and Clarke, 1997), as they are in the position with responsibility to identify the needs and allocate resources, as well as to support and encourage employees to transfer knowledge and skills.

With the objective to develop an understanding of factors that influence managerial decisions regarding HCNs in China access to T&D opportunities within MNCs, the two research questions that proposed in this study just reflected the attitude of leaderships from both positive and negative aspects. As Storey and Greene (2010) stated and quoted by Coetzer *et al.* (2012), "the attitude of owner-manager towards T&D is also widely perceived as a barrier to engagement in capability development" (p. 430). Similar research questions have been approached in Banks *et al.* (1987)'s study of T&D decision making factors in small business, which is based on the belief that both selection factors and rejection factors contribute to the criteria of leaderships' T&D decision making. Hence, both positive and negative factors should be taken into account in developing a thorough understanding of MNCs' T&D decision making for HCNs in China.

1.5.2 Possible Factors that Guide MNCs' T&D decisions for HCNs

Several identified factors that influence T&D decisions have been commonly mentioned in past literature (Al-Khayyat and Elgamal, 1997; Banks *et al.*, 1987; Coetzer *et al.*, 2012; Gibb, 2011; McDowall and Saunders, 2010; Olian *et al.*, 1998; Saks and Haccoun, 2009; Swanson and Holton III, 2009; Toh and Denisi, 2003). There are four most common reasons that may hinder firms from providing T&D to their employees, which include: 1) cost of T&D; 2) lack of time and resource; 3) fear of newly trained employees require promotion or pay rise; or 4) even being poached. Except these four main barriers to the provision of T&D, the benefits of T&D can also motivate firms to provide employees with T&D opportunities. Indeed, the past review of T&D definitions that given by various authors highlighted two common benefits of T&D, stating that T&D can: 1) improve employees' working performance by providing them new knowledge and skills and 2) meet the needs of some special job skills. In addition to the benefits, past literature and historical reviews have indicated that companies provide T&D to their employees driven by some rigid rules, such as 3) related law and 4) company's regulation; and 5) some enterprises even consider T&D as a prerequisites before promote or advance their employees. On the other hand, it is also believed that providing employees with T&D opportunities can help firms to 6) avoid workplace accidents; 7) inspire employees' working motivation and leaning enthusiasm and 8) maintain or improve employees' job satisfaction, loyalty and commitment. It should be noticed that the four negative factors

and eight positive factors mentioned above also apply to the context of MNCs in a Chinese setting, and supportive points from past study have been reviewed in previous sections (Chen, 2012; Cooke, 2012; Shen and Darby, 2006).

In addition, in view of the research background, special factors affecting the T&D decision making that suit the context of MNCs in China should be also taken into account. For example, Shen and Darby (2006) used a semi-structured, interview-based survey to ask 30 leaderships from ten Chinese multinational enterprises about their reasons for not providing T&D for HCNs, two important additional factors were found: 1) lack confidence in HCNs' experience and language skills for international communication and 2) corporate culture traditionally adopted an ethnocentric approach by assigning expatriates and ignore the T&D for HCNs.

Based on the previous discussion, 8 factors were proposed to answer the first research question, which were considered as the possible reasons in this study that motivate MNCs to provide T&D to HCNs in China:

F1. Company's regulation required

F2. Required by related law

F3. Consideration of security, to prevent workplace accidents

F4. To inspire employees' working motivation and learning enthusiasm

F5. To maintain or improve employees' job satisfaction, loyalty and commitment to the company

F6. To improve employees' working performance by providing them new knowledge and skills

F7. To meet the needs of some special job skills

F8. T&D is considered as one of the prerequisites for advancing employees

And 6 factors were raised to answer the second research question, which were considered as the possible reasons in this study that hinder MNCs from providing T&D to HCNs in China:

F9. Cost of T&D

F10. Lack enough time and resource

F11. Consider that employees' experience and language skills for international communication are limited.

F12. Fear of staff turnover

F13. Fear that newly trained employees demand a promotion or pay rise

F14. Corporate culture reflects an ignorance of Training and Development for Chinese employees

Social Demographic Characteristics

In this study, it is believed that if the above positive and negative factors can directly influence the companies' provision of T&D, the demographic characteristics of decision-makers and organizations (such as age, size, location and employers' personal experience) could also have a direct or indirect impact on the provision of T&D. Westhead (1998) further proved this argument. For instance, during Westhead (1998)'s study in exploring the factors that associated with the provision of job-related formal training, two key determinants influencing the provision of training by employers have been found which are the age of an organization and the employment size of an organization. In addition, other factors such as the location of organizations and employers' characteristics were also proved to be associated with the provision of T&D (Westhead, 1998).

Research Framework

Based on the conceptual design and constructed via the above literature review, the proposed research framework for this study is presented as followed (See Figure 1.10):

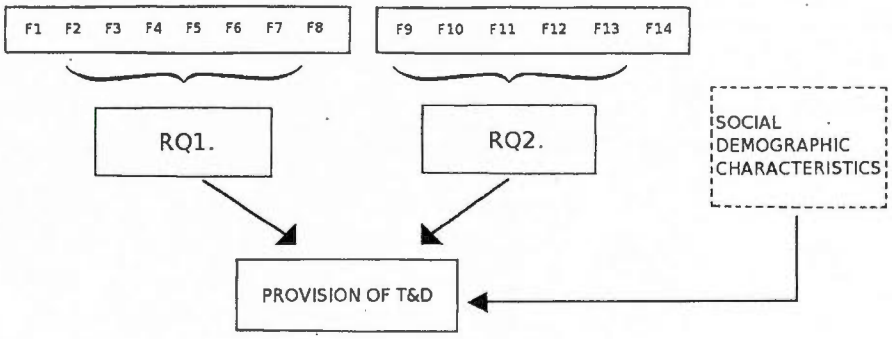

Figure 1.10 Theoretical Framework.

In this framework (See Figure 1.10), both **RQ1** and **RQ2** stand for the first and second research questions; **F1**, **F2**, **F3**, **F4**, **F5**, **F6**, **F7** and **F8** stand for the factors that may motivate MNCs to provide T&D to HCNs in China, which have been listed above; **F9**, **F10**, **F11**, **F12**, **F13** and **F14** stand for the factors that may hinder MNCs from providing T&D to HCNs in China, which have been also listed above. This theoretical framework illustrates that both factors motivating MNCs to provide T&D and factors hindering MNCs from providing T&D will influence the provision of T&D for local employees in China. In the meanwhile, social demographic characteristics in this study are suggested as crucial determinants that will also moderate MNCs' decision-making of providing T&D to HCNs in China (Westhead, 1998).

1.6 Summary

Since China's labor market is currently facing the problems of graduate unemployment and labor shortage of low-educated work force, and MNCs are continually entering this

market in favor of China's opining-up policy; and on the other hand, the T&D itself remains a persistent weakness under a Chinese setting, any attempts to develop a thorough understanding of MNCs' decision-makings regarding the provision of T&D to HCNs in China will be unquestionable necessary and useful. Indeed, China's growing supply of university undergraduates and graduates boosted a vast talent pool. Taking full advantage of this rich source of human capital will be significant for global firms to gain and sustain competitive advantages in Chinese market.

As the literature review above illustrates, leaderships within a firm always play a critical role in making human capital investment decisions. Understanding firms' decisions regarding employees' access to T&D opportunities can contribute knowledge in improving HRM within an organization and guide firms' T&D plan in the best way. The proposed theoretical framework in this study further indicated that both selection and rejection factors can have a significant impact on firms' decisions of T&D provision to employees.

There is no denying that theories from literature may not really reflect in organizational practice and no uniformity does exist in the management of T&D. Opinions shared by people from various organizations always make the topic a tough one, and this calls for a further discussions basing from both theoretical and empirical views.

CHAPTER II

METHODOLOGY

2.1 Overview

Given that more and more global firms in China are facing the challenge in coping with China's vast and growing talent pool and the meanwhile, few efforts so far have been devoted to this related domain of IHRM, a study of T&D issue for HCNs within MNCs in China is therefore urgently needed. The ultimate goal of this research is to develop a thorough understanding of MNCs' decision making about Chinese local employees' access to T&D opportunities. Based on the framework outlined in the preceding chapter (See Figure 1.10), this study sought to contribute a body of knowledge to the study of HCNs' T&D within MNCs by examining possible motivational and passive factors may affect MNCs' decisions of T&D provisions for HCNs in China.

The first chapter basically introduced the study content and provided in Chapter II is a thorough historical overview of the research background as well as the review of literature by drawing the research variables in detail. Based on these research variables that have been discussed in the last Chapter, Chapter III describes in detail the methodology and procedures that were approached to conduct this research. It firstly addresses the research questions and then, a quantitative research design is presented and explained including the identification of the research variables. The selection of participants and geographic location is identified accordingly and the measurement instrument used is also discussed. In addition, the safeguards for assuring their ethical treatment with the informed consent for participants are included as well. In the end, a description of the data collection is given as well as the data processing procedures.

2.2 Research Questions

As the management of talent is playing an increasingly significant role for MNCs in China to gain and sustain their competitive advantages in this promising market, and on the other hand, China has naturally an adequate resource of manpower, what kind of reasons on earth have made MNCs prefer to approach expatriations rather than to train and develop China's domestic talents? If not, under what kind of circumstances or to what extent might MNCs decide to train and develop their local employees in China? Such a series of problems have been unveiled that the researcher is keen to puzzle them out.

Driving by those questions above and believing that all T&D decision makers must have some criteria for selecting or rejecting the provision of T&D, two questions will be approached to determine what these might be, one for selection factors and another for rejection factors (Banks *et al.*, 1987). Therefore, with the purpose of exploring the variables that may influence MNCs' decisions about Chinese local employees' access to T&D opportunities, this research was basically guided by two following research questions:

RQ1. What factors may motivate MNCs to provide T&D to HCNs in China?

RQ2. What factors may hinder MNCs from providing T&D to HCNs in China?

2.3 Research Design

This is a quantitative research using a survey-design method. A survey design research is also called a cross-sectional design, which entails the collection of data predominantly by questionnaire on more than one case and at a single point in time in order to collect a body of quantitative and quantifiable data in connection with two or more variables (Bryman, 2004).

Discussion in Chapter II has presented the research variables in detail. Based on the framework outlined in the preceding chapter (See Figure 1.10) and the two research questions, this research addressed 14 independent variables classified in two main categories, which are 8 selected factors of company's regulation (**F1**), related law (**F2**),security consideration (**F3**),inspiring employees' working motivation and learning enthusiasm (**F4**),maintaining or improving employees' job satisfaction, loyalty and commitment to the company (**F5**), improving employees' working performance by providing them new knowledge and skills (**F6**), meeting the needs of some special job skills (**F7**) and consideration of promotion for employees (**F8**); and 6 rejected factors of T&D cost (**F9**), time and resource (**F10**),employees' experience and language skills for international communication (**F11**),staff turnover (**F12**),employees' requirement for a promotion or pay rise(**F13**) andcorporate culture reflecting an ignorance of T&D for Chinese employees (**F14**) in deciding the provision of T&D; and one dependent variable: the provision of T&D. Drawing on the previous theoretical literature review in Chapter II, these 14 proposed factors were inferred to cause the dependent variable and the direction of causal influence is clear. Each variable was a statement to which the respondent was asked to indicate the strength of agreement or disagreement on a 5-point Likert Scale. This scale also presented a middle value of neutral (Neither Agree nor Disagree) for respondents who had no appropriate opinions.

This study did not lend to a qualitative research method or a mixed method as a great reliance on numerical data and statistical analysis was emphasized. Research variables drawing from a set of concepts in past literature was employed in the research instruments. A qualitative research method does not allow for a large-scale research participant involvement or the use of Likert Scale questions. In addition, the objectivity and universality of the connections between variables were highly expected and the research findings were also supposed to be generalizable to the target population. A qualitative research design usually adopts a relatively open-ended way of research questions and this can make research findings much more subjective; by contrast, a quantitative research method formulates the questions more explicitly basing on the existing literature and previous studies (Bryman, 2004).

Data collected from selected sample in a survey design research can represent a larger population. In this study, a large size sample was framed to collect the result data that presented the diversity. Believing that sampling from large population can provide a better representation of research findings and help researchers to reach a more precise estimate, the survey was distributed to a large population from different regions in China. Data gathered from this quantitative survey study represent the leaderships' perception of HCNs' access to T&D within MNCs for one point in time. Bryman (2004) indicated that quantification can provide researchers with consistent benchmark, and the measurement in quantitative study enables researchers to delineate finer distinctions with a consistent device and produce more precise estimates of the degree of relationships between concepts.

Addressing other frequently used methods of quantitative research such as the experimental design or the case study design, this research was not applicable to these methods in terms of the nature of the study. Within a classical experimental design, two groups are usually established for processing a set of further observations, which are known as the "experimental group" and the "control group". However, this research contained only one group, the leaderships from MNCs in China. Case study design, as the word implies, is concerned with the detailed and particular essence of a single case, which is obviously not a suitable way for this research either. In addition, another less-used method known as the longitudinal design is usually considered as time-consumed and costly, which is also not the best choice for this study. (Bryman, 2004)

Self-completion questionnaires and structured interview are usually two main common instruments for gathering data in a survey design. The obvious distinction between these two methods is that, the former instrument requires participants to read and answer the questions themselves while the later one involves an interviewer to ask the questions. Even the structured interview is considered to be a commonly used method in social research; Bryman (2004) identified certain problems associated with this method including the influence of the interviewer on respondents and the possible bias in responses. Problems generating from structured interview can probably influence the objectivity of the data collection. Furthermore, comparing with the self-completion

questionnaires primarily using an easy-to-follow design, a structured interview often raises the questions that are more difficult and complicated to answer and this inevitably increase the risk that respondents feel tired and are more incline to skip some questions. Therefore, the research survey in this study was designed to be an online self-completion questionnaire (See Appendix A) through a hyperlink, which was under a third party vendor, Survey Monkey. A self-completion questionnaire is adopted for four main reasons: 1) low cost; 2) faster to administer; 3) anonymity of the participants; 4) convenience for participants (Bryman, 2004). An invitation letter including the hyperlink of this online survey was distributed via e-mail and some other social media platforms such as Linkedin[35] and Weibo[36]. However, due to the use of bulk mailing and the lack of follow-up mailing, the response rate was relatively low (Banks *et al.*, 1987). Approximately 450 questionnaires were mailed to selected participants in China, 107 of which were completed and 74 of which were usable for this study. Data for this research were collected in April and May of 2013. In addition, considering that this research took place in China and the target participants can be Chinese, notwithstanding that English has become a basic language skill for people to conduct international business in China, this questionnaire was designed both in English and Chinese. All data were collected from April 15th to May 15th in 2013 and analyzed using IBM SPSS (Statistics Package for Social Science) Statistics 19 through some statistical tests such as descriptive statistics, independent *t*-test and Pearson's correlation coefficients (*r*).

2.4 Population

According to incomplete statistics, over 300 000 foreign companies had invested in China with around 21,49 million employment (See Table 1.1) and headquarters of these MNCs are mainly from North America, South America, Europe, other countries in Asia, Australia and Africa. The population for this research was the group of people who were working in MNCs that were headquartered in those regions and have subsidiaries in

[35] Linkedin is a social networking website for work professionals. As the largest professional network, Linkedin provides a big platform for researcher to find professional groups that related with this research topic.

[36] Weibo, referring to the mini-blogging service, is now the most popular social media network in China. The abundant and valuable resources from Weibo enabled the researcher to easily find the professional groups that related with this research topic.

China. In this research, the population was classified into five basic categories based on the possible job title of the participants in MNCs, which are 1) the owner of the company; 2) chief executive officer (CEO) in China; 3) human resource director / manager or training manager; 4) director of other department (except human resource department) and 5) employee.

In order to identify if the population were at least 18 years old of age, one question about the age of the respondents was asked in the research survey. Respondents who were under 18 years old of age were certified as ineligible in this study and their responses were considered invalid. The gender of the population was both male and female. A gender equality of participation was assumed and will be measured through a *t*-test.

2.5 Sampling

A method of convenience sampling was used to select respondents. Bryman (2004) used to contend that in the field of organization studies, convenience samples probably play a more prominent role than are samples from probability sampling. Convenience sampling is a type of non-probability sampling that simply uses the available people as the research participants (Bryman, 2004). Indeed, the method of convenience sampling is commonly used by researchers in conducting quantitative studies. As the name implies, convenience sampling is easy to access the samples, less time-consuming and economical. According to Bryman (2004), a convenience sample is fairly acceptable "when the chance presents itself to gather data from convenience sample and it represents too good an opportunity to miss" (p. 100).

After identifying the proper population of this study, samples of the population were selected and contacted by sending them an invitation letter via e-mail or some other social media platforms (such as Linkedin and Weibo) in order to obtain their participation in this research study. A hyperlink of the online self-completion questionnaire was clearly

indicated within this invitation letter (See Appendix B) and samples that were agreed to participate in this research can easily access to the survey by clicking on the hyperlink.

2.6 Geographic Location

The selected geographic area for this study was the mainland China, which is traditionally divided into seven regions in provincial level: East China, North China, Northeast China, Northwest China, Central China, South China and Southwest China (See Appendix E). However, following the "opening-up" policy and the entry of WTO, the FDI pattern and the distribution of MNCs in China show a large disparity among regions. Among the seven regions, cities from the East China (such as Shanghai, Wuxi and Suzhou) and the South China (such as Shenzhen, Zhuhai, Shantou and Xiamen) represent two fast growing markets that firstly attracted the FDI and benefited the most from the economic reform; and cities from other regions such as the North China (such as Beijing, Tianjin and Hebei), Central China (such as Henan and Anhui) and Southwest China (such as Sichuan and Guangxi) represent three "emerging markets" in China that receive more and more attentions from MNCs (Cui and Liu, 2000). According to Cui and Liu (2000), cities from the Northeast China (such as Heilongjiang and Jilin) and the Northwest China (such as Shanxi and Ningxia), however, are relatively less developed and less accessible to global firms; and in order to encourage more investment in these two regions, Chinese government has provided some privileges to attract more foreign investors.

Therefore, all these seven regions in China have a very diverse distribution of MNCs allowing for a wide range of T&D management and T&D perceptions regarding the different objective context.

2.7 Informed Consent

Informed consent of research subjects is one of the most important ethical rules that govern a research on humans. In order to ensure that the selected respondents clearly

understand their participation in the research and were voluntary to participate in this study, an informed consent was provided before they started to complete the questionnaire (See Appendix D).

After receiving the invitation letter (See Appendix B) which involved a simple introduction of the researcher as well as the study, people who were agreed to participate in the survey can easily access to the online questionnaire by clicking on the attached hyperlink. Presented in the first page of the questionnaire was the research instruction (See Appendix C) including an explanation of the research objective and what was involved in the survey. By clicking on the "Next", participants will see the informed consent in the second page (See Appendix D), and will be clearly informed that their participation in this research is fully voluntary, confidential and anonymous. The consent was identified and approved by the institutional review board from Quebec University in Montreal (UQAM). Within the informed consent, contact information of the faculty supervisor was provided for participants who wished to complain or get further information regarding the participation of the research. To ensure that all participants have reached a clear understanding of what their participation will be involved; all documents were designed both in English and Chinese. The study participants were required to click on "Yes" after the consent statement in order to access the questionnaire; if the participants were not agreed to take part in the survey, they were free to click on "No" and then, they will be thanked for their time and unable to access the questionnaire and excluded from the study.

2.8 Confidentiality and Anonymity

All selected participant received an invitation letter via e-mail or other social media platforms (such as Linkedin and Weibo) concerning the research and how the data were to be collected and used. Participants were not asked to provide their names or any other information of identification. All participants were guaranteed with an assurance of confidentiality and anonymity regarding their participation in this research study.

The survey instruments were administered online via Survey Monkey, a frequently used survey software tool. A private account was created on Survey Monkey.com and no one can access to this account without the user name and password that developed by the survey creator. A web Link Collector was used to collect all anonymous responses and all data were held in the strictest confidence. Only the researcher can access all the data collected from the survey through a web link by entering the password.

2.9 Instrumentation

Past literature covering all aspects of T&D in China and MNCs' T&D management research was reviewed in the preceding chapter, which yielded adequate research information and necessary data for this research study but no existing survey instrument was found appropriate for the purpose of this study. Indeed, there are limited instruments available to measures a company's decision making of T&D. Therefore, based on the all variables about the T&D decision making within MNCs that were captured from Chapter II, a survey instrument was designed to gather all necessary information concerning the subject of this study as well as the demographic information from the research participants.

The survey instrument contained three sections with a total of 23 questions, designed in both English and Chinese (See Appendix A). The three sections were respectively as followed: 1) General information about the company; 2) Assessment of factors that guide MNCs' T&D decisions for local employees in China; 3) Personal background about participants. All questions involved in this survey instrument were designed under the main principles of being a self-completions questionnaire in which questions were mainly of the closed kind, easy-to-follow and relatively short and simple (Bryman, 2004). Presented in Section I and Section III were questions asking the demographic background of MNCs and respondents. Questions from Section II were asked with the purpose to measure the respondents' perceptions regarding the relationships between the 14 independent variables and MNCs' T&D decisions.

- Section I General information about the company

On the belief that the organizational demographic characteristics of business have a profound impact on MNCs' decisions making of T&D provision, the first section required respondents to provide general information about their current companies. Questions referred to enterprises' business size typically including the annual revenue and employment size, headquarter location, established time in China as well as their financial support for providing T&D to HCNs. Similar research conducted by Westhead (1998), which has been discussed in Chapter II, further recognized that organizations' age, employment size and location influence the provision of T&D by employers.

In addition, the first question in this section was a forced-choice question asking respondents to identify the headquarter location of their companies, which was also a must answer question. Provided answers to this question including regions of North America, South America, Europe, other countries in Asia, Australia and Africa. Respondents who did not answer this question cannot go on with followed questions. There were two main reasons for this design. Firstly, as discussed above, demographic characteristics of an organization have an impact on T&D provision. Companies originating from different regions represent a cultural diversity both from a national level and an organizational level (Bean, 2007; Dowling and Welch, 2004; Hofstede, 1984; Kelly *et al.*, 2003; Shen and Darby, 2006). Secondly, the identification of MNCs' headquarter location can largely reduce possibility of non-sampling error. Bryman (2004) defined non-sampling error as "the difference between the population and the sample that arise either from deficiencies in sampling approach or other problems" (p. 87). Since the population in this study was identified as the group of people who were working in the MNCs that were headquartered in those regions and have subsidiaries in China. This first question just functioned as a correct screening question helping ensure the qualification of respondents in terms of meeting this prerequisite, which made the results more representative.

- Section II Assessment of factors that guide MNCs' T&D decisions for local

employees in China

This section consisted of 14 questions guided by the two research questions. A 5-point Likert Scale for instrument items were developed to obtain and access data regarding the 14 independent variables (eight selected factors: **F1**, **F2**, **F3**, **F4**, **F5**, **F6**, **F7**, **F8**; six rejected factors: **F9**, **F10**, **F11**, **F12**, **F13**, **F14**) related to MNCs' provision of T&D to local employees in China, ranging from "strongly disagree" (1) to "strongly agree" (5). The purpose of using Likert scale was to measure the intensity of respondents' feelings about the 14 factors relating to the T&D issue within MNCs (Bryman, 2004). A midpoint indicated the value of neutral (Neither Agree nor Disagree) for respondents who had no appropriate opinions was also presented for each item. Likert scale questions are usually considered as one of the most common techniques for conducting an investigation of attitudes in survey research (Bryman, 2004). Based on this scale, a relative ranking of strength of agreement or disagreement on each item was determined to be provided by participants.

- Section III Personal background about participants

In the third section, social demographic information of respondents was gathered. Questions concerning the gender, year of birth, working age and job title, which were also assumed to influence the decisions of T&D provision, were asked and answered (Westhead, 1998). Considering that the Chinese Lunar Calendar is widely used in China which is different from the western calendar, the concepts of ages can be various in terms of the calculation method (Bernard and Bernard, 2012). In order to prevent this confusion, data of ages were unified by asking respondents' years of birth instead of by asking their ages. The last question regarding the job title of respondents was a closed one, which was divided into five categories, which are 1) the owner of the company; 2) chief executive officer (CEO) in China; 3) human resource director / manager or training manager; 4) director of other department (except human resource department) and 5) employee.

Since discussions in the preceding chapter highlighted the critical role of leaderships in decision-making of T&D within MNCs, responses from participants who have relevant responsibilities of T&D, such as Chief Executive Officer (CEO) in China, the owner of company, human resource manager / director or director of other department, was highly valued in this study. A difference of perspectives may have been expected between employees and other leaderships. Therefore, an independent *t*-test will be conducted to compare the mean of employees and other leaderships for each level of independent variables. If the results of the test demonstrate a significant difference between the two groups (employees and other leaderships) for any of the 14 independent variables, responses from employees will be screened from data analysis.

In general, this survey instrument contained three sections, with 9 demographic questions about organizations and participants in Section I and Section III, and 14 Likert-type scale questions in Section II. It should be noticed that demographic questions in this questionnaire were mainly asked in an open-ended way except the first question in Section I and the last question in Section III. One very important reason for using open-ended questions to demographic information was to tap respondents' levels of knowledge and understanding of issues, which was helpful for the researcher to determine if the respondent was eligible to complete the survey and so that it can ensure the validation of the data collected (Bryman, 2004). Therefore, once all responses were returned from participants, inaccurate or unreasonable answers were accordingly screened from the data collected. In addition, to further ensure the validity and reliability of the survey instrument, a pilot questionnaire was administered to two experts from UQAM prior to distributing the survey to the participants. Both of the pilot study experts reviewed and completed the survey within 5 minutes and without any problems. Two comments were received from these two experts and their suggestions resulted in some little modifications to the instrument. Before a full distribution of the survey instrument, a pre-test was conducted from April 15th to 20th 2013 (one week). The survey was firstly administered to 50 selected participants via Linkedin and 25% responses were returned within one week. During the pre-test period, no questions or confusions were raised regarding the survey instrument.

2.10 Data Collection

The research data were collected by the use of the online survey instrument (See Appendix A) through a third party vendor, Survey Monkey. After receiving an invitation letter (See Appendix B) by e-mail or other social media platforms (such as Linkedin or Weibo), research participants were free to access the survey by clicking on a hyperlink embedded in the letter. Presented in the first page of this online survey was the research instruction (See Appendix C), participants can freely click on the "Next" button after reading the instruction to access the second page which was the research informed consent (See Appendix D). Participants giving the permission to do the survey simply clicked on the "Yes" button in the end of the informed consent to start respond the survey questions. Upon completion of the survey, participants returned the survey as well as their responses via hyperlink, which was labeled as "Done", to a survey data collector provided by Survey Monkey. The researcher accessed the data collected via a hyperlink to the collector after entering the password. The collector of Survey Monkey can provide data in several popular used formats. For the convenience and intuitivism of operation, the researcher selected an Excel format to obtain the general summary of the result and selected a SPSS format to generate all detail data from the responses. All data were collected in April and May 2013.

2.11 Data Processing and Analysis

Since the research data were collected in a SPSS format via Survey Monkey, the process of data entry was automatically omitted. After all data were collected, a process of data preparation was firstly conducted before the analysis, including screening inaccurate data, editing and recoding data. This process aimed to ensure the accuracy of reported data. A total number of 107 surveys have been returned and 74 were finally used for this study after the screening process. All incomplete or unreasonable responses from these 74 surveys were coded as missing data for the data analysis.

Among all demographic questions from the survey instrument, several data of closed questions were initially coded in a numerical scale as followed:

Please select the region in which your company's headquarter is located

North America = 1
South America = 2
Europe = 3
Asia (except China) = 4
Africa = 5
Australia =6

Your gender:

Female = 1
Male = 2

Which of the following titles most closely matches your job level?

The Owner of the company = 1
Chief Executive Officer (CEO) in China = 2
Human Resource Director/Manager or Training Manager = 3
Director of other department (except Human Resource Department) = 4
Employee = 5

Other open-ended demographic questions from the survey instrument outputting data of string variables were recorded into numeric variables based on the frequency distributions:

How many years has your company established subsidiary or subsidiaries in China?

0 – 5 years = 1

6 – 10 years = 2

11 – 15 years = 3

16 – 20 years = 4

21 – 25 years = 5

More than 26 years = 6

Please estimate how many people are currently employed in China by your company (the total numbers of full-time employees and part-time employees) :

Less than or equal to 99 = 1

100 – 499 = 2

500 – 999 = 3

1 000 – 4 999 = 4

Greater than or equal to 5 000 = 5

Please indicate the range that best approximates your company's annual revenue in China (amounts in USD dollars):

Less than or equal to 499 999 = 1

500 000 – 999 999 = 2

1 000 000 – 4 999 999 = 3

5 000 000 – 9 999 999 = 4

10 000 000 – 49 999 999 = 5

Greater than or equal to 50 000 000 = 6

Please estimate what percentages of total revenue in China does your company spend every year in Training and Development for local Chinese employees?

0% – 0,49% = 1

0,50% – 0,99% = 2

1,00% – 1,49% = 3

1,50% – 1,99% = 4

2,00% – 4,99% = 5

5,00% – 9,99% = 6

Greater than or equal to 10,00% = 7

Your year of birth?

In or after 1980 = 1

1970 – 1979 = 2

1960 – 1969 = 3

In or before 1959 = 4

How many years have you worked in current company?

Less than 3 years = 1

4 – 5 years = 2

6 – 9 years = 3

10 – 14 years = 4

More than 15 years = 5

Since discussions above emphasized an expectation of different perspectives from employees and other leaderships and an independent *t*-test will be conducted to verify in this study, variables of respondents' job titles were therefore recoded as well:

Leaderships = 1 (including the owner of the company; CEO in China; human resource director / manager or training manager; director of other department)

Employees = 2

In addition, report from the descriptive statistics analysis of the survey results indicated that around 43,2% of surveyed MNCs were headquartered in North America, while only

29,7% were in Europe, 18,9% were in Asia, 2,7% were in South America, 5,4% were in Australia and 0 was in Africa (See Figure 2.1).

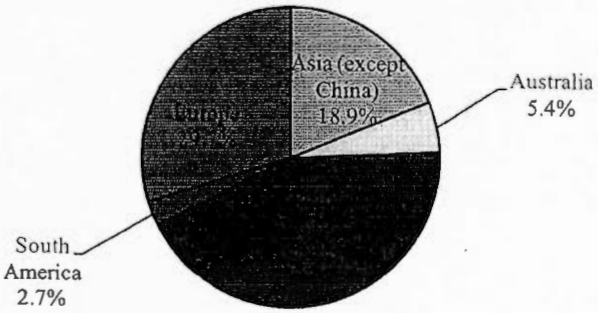

Figure 2.1 Percentage for regions of MNCs' headquarters location.

This wide gap between the percentage of North America and other regions revealed an unequal distribution of surveyed companies, which was mainly due to the sample of convenience. It was not feasible to measure the research independent variables according to the six regions, as data from regions with relatively low percentages were not considered as representative. Therefore, instead of measuring the six region variables, a classification was conducted by recoding the six region variables into two and an independent *t*-test to find out the relationship between North America and other regions was followed as well:

North America = 1
Other regions = 2

After the process of preparation, the analysis of data was carried out. Data analysis included descriptive statistics (frequency analysis), independent samples *t*-test and Pearson's correlation coefficients (*r*).

With descriptive statistics (frequency analysis), measures of central tendency were firstly used to analyze the basic characteristics of demographic information gathered from Section I and Section III, and the frequency distribution of data were determined through the measurement of means, median and mode, and the frequencies and percentage of data were reported in the results. For the descriptive statistics of 14 independent variables (14 factors) in this study, measures of central tendency and dispersion were both used to analyze the data collected from Section II, and the frequency distribution of data were determined through the measurement of range, variance and standard deviation, as well as the means, median and mode. According to Plaisent *et al.* (2009), measures of central tendency are usually used to describe the distribution of a continuous variable such as age and gender, while measures of dispersion are more often used to describe the spread of data and the departure from central tendency. Since questions in Section II asked respondents' perceptions about the 14 factors relating to the T&D decision-makings within MNCs by using a 5-point Likert Scale to measure the strength of agreement, the measures of central tendency cannot tell the whole story about the distribution of responses. Measures of dispersion are therefore considered to be more useful to describe the variability of the data distribution.

After the analysis of descriptive statistics, three independent samples *t*-tests were followed. Comparing two means can help establish a bivariate relation of interest between a metric and non-metric variable (Plaisent *et al.*, 2009). The first independent *t*-test was conducted to find out if there are differences in the degree of agreement to the 14 factors between leaderships and employees. Discussions above indicated an expectation of different perspectives from employees and leaderships, and results from the test may lead to a screening process for the following data analysis if a significant difference between the two groups (employees and other leaderships) for any of the 14 independent variables was found. The second independent *t*-test was conducted to measure the possible difference in the degree of agreement to the 14 factors between the two classifications of regions for MNCs' headquarters (North America and other regions), and reasons were explained above. The last independent *t*-test was conducted to compare the mean level of agreement degree between female and male with an equal distribution of respondents' genders were found from the descriptive statistics. For all of these three independent *t*-tests, the null hypotheses (H_0) stated that the two sample means (μ) for each test were

equal which means there is no difference between the two samples; and the alternative hypotheses (H_1), however, stated that the two sample means (μ) for each test were unequal which means there is a difference between the two samples. Normally, α level for all these three tests was ,05 (α = ,05). If the significance (p value) of Levene's test is less than or equal to α level ($p \leq$,05), the equal variances between the two samples were assumed unequal and the "Equal variances not assumed" test will be used; if the p value of Levene's test is larger than α level ($p >$,05), the equal variances between the two samples were assumed and the "Equal variances assumed" test will be used. A statistical significance (p value) associated with the t-test of less than 0,05 was considered statistically significant and the null hypothesis (H_0) was therefore rejected.

Pearson's correlation coefficients (r) were firstly calculated to examine the correlation of the 14 independent variables (the 14 factors) to the two research questions in this study. Then two tests of Pearson's correlation coefficients (r) were conducted to measure the correlation between the data from the second question in Section I (years of surveyed MNCs' subsidiaries established in China) and the 14 factors, as well as the correlation between the data from the third question in Section I (numbers of total employees) and the 14 factors. Both the third and the fourth question (annual revenue) in Section I represented the size of companies, however, results from descriptive statistics indicated that there was a large number of missing data (17) to the fourth question (See Table 3.10). Similarly, 11 missing data were found to the last question in Section I (percentage of annual revenue spent in T&D for HCNs in China) (See Table 3.11). Missing data indicate that respondents do not want to answer the question or do not know how to answer the question. Therefore, only data of MNCs' subsidiaries established years in China and data of MNCs' employees' numbers were used to measure the correlations with the 14 factors in this study. Correlation coefficients indicate the degree of a linear association between two quantitative variables (Plaisent *et al.*, 2009). Pearson's correlation coefficients (r) vary between –1,00 and 1,00, with 0 representing absolutely association between two variables. The null hypothesis (H_0) for the Pearson correlation coefficient stated that there is no association between the two variables ($r = 0$). A statistical significance (p value) of less than 0,05 was considered statistically significant and the null hypothesis (H_0) was therefore rejected. Correlation being significant at the 0,01 level indicated that the result could have occurred one time out of 100 solely by chance and significance of such a

result can be indicated by the statement of $p<$,01. Correlation being significant at the 0,05 level indicated that there is a 5% that the result could have occurred ($p>$,05). If a Pearson's correlation coefficient (r) found between two variables, for example variable X and variable Y, then we can predict Y from knowing X.

All tests in this research were 2-tailed and all analyses in this research were performed by using IBM SPSS Statistics 19.

2.12 Summary

Discussions of the study design by using a quantitative method were identified in Chapter III. This quantitative research was designed to investigate MNCs' T&D provision decisions to HCNs in China from the perspectives of both leaderships and employees within MNCs.

The purpose of this Chapter was to describe the research methodology in detail, including the research questions, research design, and identification of the study population and sampling frame as well as the geographic location. In addition, this Chapter has also introduced the instrument of a self-completion survey, the data collection and the treatment of data. Chapter IV presents the results of data, analysis of data as well as all other relevant findings.

CHAPTER III

FINDINGS

3.1 Overview

The purpose of this quantitative study was to find the factors that may influence the decision making of MNCs' T&D provision for HCNs in China. Respondents' perceptions regarding the relationships between the possible factors and MNCs' T&D decisions were measured by different variables from respondents' or organizational demographic data. Discussed in the preceding chapter was the research methodology of this study including research questions, research design, population, sample, geography, ethical treatment, survey instrument, and the technique of data collection and treatment. Chapter IV presents the research findings of the data collected from survey respondents.

This chapter firstly discussed the results from the descriptive statistics on the demographic characteristics of the research respondents and surveyed MNCs. Then, findings from the independent samples *t*-tests for the measurement of the difference between relevant variables were presented and explained. Tests of Pearson's correlation coefficients (r) for examine the correlation between the 14 independent variables (the 14 factors) in this study were also outlined. At last, an overall summary of these research findings concluded this chapter.

3.2 Descriptive Statistics

3.2.1 Demographics of respondents

Approximately 450 questionnaires were mailed to selected participants in China. A total sample of 74 was received during the months of April and May 2013 for a corresponding

responses rate of around 16,4%. The participants were almost evenly split between female (48,6%) and male (51,4%). Table 3.1 illustrates the frequency and gender percentage.

Table 3.1
Gender of respondents

	Frequency	Percent
Female	36	48,6
Male	38	51,4
Total	74	100,0

Forty-one point nine percent of respondents were born in 1980s, 35,1% were born in 1970s, 14,9% were born in 1960s and only 6,8% were born in or before 1950s. Table 3.2 presents the frequency and percentage of respondents' years of birth with one missing data included.

Table 3.2
Years of respondents' birth

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	In or after 1980	31	41,9	42,5	42,5
	1970 – 1979	26	35,1	35,6	78,1
	1960 – 1969	11	14,9	15,1	93,2
	In or before 1959	5	6,8	6,8	100,0
	Total	73	98,6	100,0	
Missing	System	1	1,4		
Total		74	100,0		

Table 3.3
Years of working in current MNCs

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Less than 3 years	31	41,9	43,1	43,1
	4 – 5 years	16	21,6	22,2	65,3
	6 – 9 years	13	17,6	15,1	83,3
	10 – 14 years	6	8,1	8,3	91,7
	More than 15 years	6	8,1	8,3	100,0
	Total	72	97,3	100,0	
Missing	System	2	2,7		
Total		74	100,0		

Forty-one point nine percent of respondents reported have been working in current companies (MNCs) for less than 3 years, 21,6% have been working for 4 to 5 years, 17,6 have been working for 6 to 9 years 8,1% have been working for 10 to 14 years and 8,1% have been working for more than 15 years in current MNCs. Data are presented in Table 3.3. Two missing data were reported in the result.

Table 3.4
Job levels of respondents

	Frequency	Percent
The Owner of the company	4	5,4
Chief Executive Officer (CEO) in China	3	4,1
Human Resource Director / Manager of Training	27	36,5
Director from other department	22	29,7
Employees	18	24,3
Total	74	100,0

Seventy-five point seven percent of respondents (f = 56) were reported currently serving in leadership positions versus 24,3% employees (f = 18) within MNCs. Among the 56 leaderships from the respondents, a large number of 27 were in the positions of human

resource (HR) director / manager or training manager and 22 were directors of other department (expect HR). Only 4 respondents were owners of companies and 3 were chief executive officers (CEOs) in China. Presented in Table 3.4 are data respondents' job titles in detail. Table 3.5 illustrates the frequency and percentage of respondents' roles within MNCs classifying by leaderships and employees.

Table 3.5
Job levels of respondents
(leaderships versus employees)

	Frequency	Percent
Leaderships	56	75,7
Employees	18	24,3
Total	74	100,0

3.2.2 Demographics of surveyed MNCs

As mentioned in Chapter III, 43,2% of respondents were working in MNCs headquartering in North America, 29,7% were in Europe, 18,9% were in Asia, 2,7% were in South America, 5,4% were in Australia and 0 was in Africa. Data of frequency and percentage are presented in Table 3.6.

Discussed in Chapter III also indicated that due to the unequal regional distribution of surveyed MNCs' headquarters, a classification was conducted by recoding the six region variables into two in order to compare the difference between North America and other regions through an independent *t*-test. Therefore, data of frequency and percentage between North America and other regions are presented in Table 3.7.

Table 3.6
Regions of MNCs' headquarters

	Frequency	Percent
North America	32	43,2
South America	2	2,7
Europe	22	29,7
Asia (except China)	14	18,9
Australia	4	5,4
Total	74	100,0

Table 3.7
Regions of MNCs' headquarters
(North America versus other regions)

	Frequency	Percent
North America	32	43,2
Other regions	42	56,8
Total	74	100,0

Among 74 responses, 20,3% of surveyed MNCs reported have established subsidiaries in China for 1 year to 5 years, 29,7% for 6 to 10 years, 23,0% for 11 to 15 years, 13,5% for 16 to 20 years, 6,8% for 21 to 25 years, and only 5,4% for more than 26 years. Descriptive data are presented in Table 3.8. One missing data was reported in the result.

Twenty-three percent of surveyed MNCs have less than or equal to 99 employees in total, 32,4% have 100 to 499 employees, 10,8% have 500 to 999 employees, 17,6% have 1 000 to 4 999 employees, and 16,2% have more than or equal to 5 000 employees. Data of frequency and percentage are presented in Table 3.9.

Table 3.8
Years of subsidiaries established in China

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1 – 5 years	15	20,3	20,5	20,5
	6 – 10 years	22	29,7	30,1	50,7
	11 – 15 years	17	23,0.	23,3	74,0
	16 – 20 years	10	13,5	13,7	87,7
	21 – 25 years	5	6,8	6,8	94,5
	More than 25 years	4	5,4	5,5	100,0
	Total	73	98,6	100,0	
Missing	System	1	1,4		
Total		74	100,0		

Table 3.9
Total employees (full time + part time)

Number of total employees	Frequency	Percent
Less than or equal to 99	17	23,0
100 – 499	24	32,4
500 – 999	8	10,8
1 000 – 4 999	13	17,6
Greater than or equal to 5 000	12	16,2
Total	74	100,0

Reports showed that 21,6% of survey MNCs reached an annual revenue of 50 000 000 USD dollars in China, 16,2% with an annual revenue from 10 000 000 to 49 999 999 USD dollars, 2,7% with 5 000 000 to 9 999 999 USD dollars, 12,2% with 1 000 000 to 4 999 999 USD dollars, 8,1% with 500 000 to 999 999 USD dollars, and 16,2% with less than or equal to 499 999 USD dollars. Descriptive data are presented in Table 3.10. Seventeen missing data were reported in the result.

Table 3.10
Annual revenue in China (in USD dollars)

	Annual revenue in China (in USD dollars)	Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Less than or equal to 499 999	12	16,2	21,1	21,1
	500 000 – 999 999	6	8,1	10,5	31,6
	1 000 000 – 4 999 999	9	12,2.	15,8	47,4
	5 000 000 – 9 999 999	2	2,7	3,5	50,9
	10 000 000 – 49 999 999	12	16,2	21,1	71,9
	Greater than or equal to 50 000 000	16	21,6	28,1	100,0
	Total	57	77,0	100,0	
Missing	System	17	23,0		
Total		74	100,0		

Table 3.11
Percentage of annual revenue spent in T&D for HCNs in China

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	0% – 0,49%	14	18,9	22,2	22,2
	0,50% – 0,99%	4	5,4	6,3	28,6
	1,00% – 1,4%	13	17,6.	20,6	49,2
	1,50% – 1,99%	6	8,1	9,5	58,7
	2,00% – 4,99%	10	13,5	15,9	74,6
	5,00% – 9,99%	2	2,7	3,2	77,8
	Greater than or equal to 10,00%	14	18,9	22,2	100,0
	Total	63	85,1	100,0	
Missing	System	11	14,9		
Total		74	100,0		

With the annual revenue in China, 18,9% of surveyed MNCs spent less than 0,49% of the total revenue in T&D for local employees in China every year, 5,4% spent from 0,50% to 0,99% of the annual revenue, 17,6% spent from 1,00% to 1,49% of the annual revenue, 8,1% spent from 1,50% to 1,99% of the annual revenue, 13,5% spent from 2,00% to 4,99% of the annual revenue, 2,7% spent from 5,00% to 9,99% of the annual revenue,

and over 18,9% of the surveyed MNCs indicated that more than 10,00% of annual revenue were spent in T&D for local employees in China every year. Descriptive data are presented in Table 3.11. Eleven missing data were reported in the result.

3.2.3 Descriptive statistics of the 14 factors

Basic characteristics of demographic data gathered from Section I and Section III were described by using the measures of central tendency. As discussed in Chapter III, for a better understanding of the distributions of 14 independent variables in this study, measures of central tendency and dispersion were both used to analyze the descriptive statistics of data gathered from Section II.

Two research questions guided the second Section and 14 variables were proposed to measure these two questions. Eight selected factors (**F1**, **F2**, **F3**, **F4**, **F5**, **F6**, **F7**, **F8**) were used to measure the first question and six rejected factors (**F9**, **F10**, **F11**, **F12**, **F13**, **F14**) were used to measure the second question. Data to each question are presented as followed.

RQ1. What factors may motivate MNCs to provide T&D to HCNs in China?

Presented in Table 3.12 and Table 3.13 are basic data about frequency distributions of each variable (**F1** to **F8**) to the first research questions. Detailed analyses for each variable are described as followed.

Variable **F1** stands for "Company's regulation required". A total of 74 respondents (no missing data) indicated their degrees of agreement in which company's regulation may motivate MNCs to provide T&D to HCNs in China, using a 5-point scale, with 1 = Strongly Disagree, 2 = Moderately Disagree, 3 = Neither Agree nor Disagree, 4 =

Moderately Agree and 5 = Strongly Agree. The output for the measures of central tendency for factors of company's regulation shows that most respondent (with a percentage of 37,8%, a number of 28) neither agree nor disagree (=3) that company's regulation may motivate MNCs to provide T&D to HCNs in China. The mean number is 3,70, representing the average degree of agreement is around 3,70; the mode number is 3, which means most respondents "neither agree nor disagree" (=3); the median number is 4, representing the middle value of the distribution is "moderately agree" (=4). The output for the measures of dispersion for the factor of company's regulation shows that the highest response on the 5-point scale is 5 (maximum) and lowest response is 1 (minimum). The range is 4 (5 – 1 = 4), the standard deviation is 1,095 (relatively high) and the variance is 1,198. A standard deviation of 1,095 on a 5- point scale indicates that responses are dispersed almost fairly around the mean of 3,70.

Table 3.12
Statistics for **F1** to **F8**

Statistics

		F1	F2	F3	F4	F5	F6	F7	F8
N	Valid	74	74	73	74	74	74	74	74
	Missing	0	0		0	0	0	0	0
Mean		3,70	3,81	4,07	4,11	4,11	4,31	4,19	3,99
Median		4,00	4,00	4,00	4,00	4,00	4,00	4,00	4,00
Mode		3	5	4	4	4	4	4	4
Std. Deviation		1,095	1,201	,855	,769	,837	,739	,734	,899
Variance		1,198	1,443	,731	,591	,700	,546	,539	,808
Range		4	4	4	4	4	4	4	4
Minimum		1	1	1	1	1	1	1	1
Maximum		5	5	5	5	5	5	5	5

Variable **F2** stands for "Required by related law". A total of 74 respondents (no missing data) indicated their degrees of agreement in which related law may motivate MNCs to provide T&D to HCNs in China, using a 5-point scale, with 1 = Strongly Disagree, 2 = Moderately Disagree, 3 = Neither Agree nor Disagree, 4 = Moderately Agree and 5 = Strongly Agree. The output for the measures of central tendency for the factor of related law shows that most respondent (with a percentage of 39,2%, a number of 29) strongly agree (=5) that related law may motivate MNCs to provide T&D to HCNs in China. The

mean number is 3,81, representing the average degree of agreement is around 3,81; the mode number is 5, which means most respondents "strongly agree" (=5); the median number is 4, representing the middle value of the distribution is "moderately agree" (=4). The output for the measures of dispersion for the factor of related law shows that the highest response on the 5-point scale is 5 (maximum) and lowest response is 1 (minimum). The range is 4 (5 – 1 = 4), the standard deviation is 1,201 and the variance is 1,443. A standard deviation of 1,201 on a 5- point scale indicates that responses are dispersed almost fairly around the mean of 3,81.

Table 3.13
Frequencies and Percentages for **F1** to **F8**

Frequencies and Percentages

		F1		F2		F3		F4		F5		F6		F7		F8	
		f	P	*f*	P	*f*	P	*f*	P	*f*	P	*f*	P	*f*	P	*f*	P
Valid	Strongly Disagree	5	6,8	4	5,4	2	2,7	1	1,4	1	1,4	1	1,4	1	1,4	1	1,4
	Moderately Disagree	0	0,0	6	8,1	2	2,7	1	1,4	2	2,7	0	0,0	0	0,0	4	5,4
	Neither Agree nor Disagree	28	37,8	19	25,7	6	8,1	9	12,2	10	13,5	6	8,1	8	10,8	12	16,2
	Moderately Agree	20	27,0	16	21,6	42	56,8	41	55,4	36	48,6	35	47,3	40	54,1	35	47,3
	Strongly Agree	21	28,4	29	39,2	21	28,4	22	29,7	25	33,8	32	43,2	25	33,8	22	29,7
	Total	74	100,0	74	100,0	73	98,6	74	100,0	74	100,0	74	100,0	74	100,0	74	100,0
Missing	System					1	1,4										
Total						74	100,0										

f = Frequency
P = Percent

Variable **F3** stands for "Consideration of security, to prevent workplace accidents". A total of 73 respondents indicated their degrees of agreement in which consideration of security may motivate MNCs to provide T&D to HCNs in China, using a 5-point scale, with 1 = Strongly Disagree, 2 = Moderately Disagree, 3 = Neither Agree nor Disagree, 4 = Moderately Agree and 5 = Strongly Agree. The total sample was 74 and one respondent did not answer this question and therefore is considered missing data. The output for the measures of central tendency for the factor of security consideration shows that most respondent (with a percentage of 56,8%, a number of 42) moderately agree (=4) that consideration of security may motivate MNCs to provide T&D to HCNs in China. The mean number is 4,07, representing the average degree of agreement is around 4,07; the

mode number is 4, which means most respondents "moderately agree" (=4); the median number is 4, representing the middle value of the distribution is "moderately agree" (=4). The output for the measures of dispersion for the factor of consideration of security shows that the highest response on the 5-point scale is 5 (maximum) and lowest response is 1 (minimum). The range is 4 (5 – 1 = 4), the standard deviation is ,855 and the variance is ,731. A standard deviation of ,855 on a 5- point scale indicates that responses are dispersed fairly around the mean of 4,07.

Variable **F4** stands for "To inspire employees' working motivation and learning enthusiasm". A total of 74 respondents (no missing data) indicated their degrees of agreement in which employees' working motivation and learning enthusiasm may motivate MNCs to provide T&D to HCNs in China, using a 5-point scale, with 1 = Strongly Disagree, 2 = Moderately Disagree, 3 = Neither Agree nor Disagree, 4 = Moderately Agree and 5 = Strongly Agree. The output for the measures of central tendency for the factor of inspiring employees' working motivation and learning enthusiasm shows that most respondent (with a percentage of 55,4%, a number of 41) moderately agree (=4) that the factor of inspiring employees' working motivation and learning enthusiasm may motivate MNCs to provide T&D to HCNs in China. The mean number is 4.11, representing the average degree of agreement is around 4.11; the mode number is 4, which means most respondents "moderately agree" (=4); the median number is 4, representing the middle value of the distribution is "moderately agree" (=4). The output for the measures of dispersion for the factor of inspiring employees' working motivation and learning enthusiasm shows that the highest response on the 5-point scale is 5 (maximum) and lowest response is 1 (minimum). The range is 4 (5 – 1 = 4), the standard deviation is ,769 and the variance is ,591. A standard deviation of ,769 on a 5-point scale indicates that responses are dispersed fairly around the mean of 4,11.

Variable **F5** stands for "To maintain or improve employees' job satisfaction, loyalty and commitment to the company". A total of 74 respondents (no missing data) indicated their degrees of agreement in which the factor of maintaining and improving employees' job satisfaction, loyalty and commitment to the company motivated MNCs to provide T&D to HCNs in China, using a 5-point scale, with 1 = Strongly Disagree, 2 = Moderately

Disagree, 3 = Neither Agree nor Disagree, 4 = Moderately Agree and 5 = Strongly Agree. The output for the measures of central tendency for the factor of maintaining and improving employees' job satisfaction, loyalty and commitment to the company shows that most respondent (with a percentage of 48,6%, a number of 36) moderately agree (=4) that the factor of maintaining and improving employees' job satisfaction, loyalty and commitment to the company may motivate MNCs to provide T&D to HCNs in China. The mean number is 4,11, representing the average degree of agreement is around 4,11; the mode number is 4, which means most respondents "moderately agree" (=4); the median number is 4, representing the middle value of the distribution is "moderately agree" (=4). The output for the measures of dispersion for the factor of maintaining and improving employees' job satisfaction, loyalty and commitment to the company shows that the highest response on the 5-point scale is 5 (maximum) and lowest response is 1 (minimum). The range is 4 (5 – 1 = 4), the standard deviation is ,837 and the variance is ,700. A standard deviation of ,837 on a 5- point scale indicates that responses are dispersed fairly around the mean of 4,11.

Variable **F6** stands for "To improve employees' working performance by providing them new knowledge and skills". A total of 74 respondents (no missing data) indicated their degrees of agreement in which the factor of improving employees' working performance may motivate MNCs to provide T&D to HCNs in China, using a 5-point scale, with 1 = Strongly Disagree, 2 = Moderately Disagree, 3 = Neither Agree nor Disagree, 4 = Moderately Agree and 5 = Strongly Agree. The output for the measures of central tendency for the factor of improving employees' working performance shows that most respondent (with a percentage of 47,3%, a number of 35) moderately agree (=4) or (with a percentage of 43,2%, a number of 32) strongly agree (=5) that the factor of improving employees' working performance may motivate MNCs to provide T&D to HCNs in China. The mean number is 4,31, representing the average degree of agreement is around 4,31; the mode number is 4, which means most respondents "moderately agree" (=4); the median number is 4, representing the middle value of the distribution is "moderately agree" (=4). The output for the measures of dispersion for the factor of improving employees' working performance shows that the highest response on the 5-point scale is 5 (maximum) and lowest response is 1 (minimum). The range is 4 (5 – 1 = 4), the

standard deviation is ,739 and the variance is .546. A standard deviation of ,739 on a 5-point scale indicates that responses are dispersed fairly around the mean of 4,31.

Variable **F7** stands for "To meet the needs of some special job skills". A total of 74 respondents (no missing data) indicated their degrees of agreement in which the factor of meeting the needs of special job skills may motivate MNCs to provide T&D to HCNs in China, using a 5-point scale, with 1 = Strongly Disagree, 2 = Moderately Disagree, 3 = Neither Agree nor Disagree, 4 = Moderately Agree and 5 = Strongly Agree. The output for the measures of central tendency for the factor of meeting the needs of special job skills shows that most respondent (with a percentage of 54,1%, a number of 40) moderately agree (=4) that the factor of meeting the needs of special job skills may motivate MNCs to provide T&D to HCNs in China. The mean number is 4,19, representing the average degree of agreement is around 4,19; the mode number is 4, which means most respondents "moderately agree" (=4); the median number is 4, representing the middle value of the distribution is "moderately agree" (=4). The output for the measures of dispersion for the factor of meeting the needs of special job skills shows that the highest response on the 5-point scale is 5 (maximum) and lowest response is 1 (minimum). The range is 4 (5 – 1 = 4), the standard deviation is ,734 and the variance is ,539. A standard deviation of ,734 on a 5- point scale indicates that responses are dispersed fairly around the mean of 4,19.

Variable **F8** stands for "T&D is considered as one of the prerequisites for advancing employees". A total of 74 respondents (no missing data) indicated their degrees of agreement in which consideration of promotion may motivate MNCs to provide T&D to HCNs in China, using a 5-point scale, with 1 = Strongly Disagree, 2 = Moderately Disagree, 3 = Neither Agree nor Disagree, 4 = Moderately Agree and 5 = Strongly Agree. The output for the measures of central tendency for the factor of promotion consideration shows that most respondent (with a percentage of 47,3%, a number of 35) moderately agree (=4) that consideration of promotion may motivate MNCs to provide T&D to HCNs in China. The mean number is 3,99, representing the average degree of agreement is around 3,99; the mode number is 4, which means most respondents "moderately agree" (=4); the median number is 4, representing the middle value of the distribution is

"moderately agree" (=4). The output for the measures of dispersion for the factor of promotion consideration shows that the highest response on the 5-point scale is 5 (maximum) and lowest response is 1 (minimum). The range is 4 (5 – 1 = 4), the standard deviation is ,899 and the variance is .808. A standard deviation of ,734 on a 5- point scale indicates that responses are dispersed fairly around the mean of 3,99.

To be noticed, among these eight variables, standard deviations for variable **F1** (company's regulation)(Std. Deviation = 1,095) and **F2** (related law) (Std. Deviation = 1,201) were relatively higher than other six variables (> 1), which indicated that responses for factors of company's regulation and related law were dispersed less closely around the mean number comparing with other six factors.

RQ2. What factors may hinder MNCs from providing T&D to HCNs in China?

Presented in Table 3.14 and Table 3.15 are basic data about frequency distributions of each variable (**F9** to **14**) to the second research questions. Detailed analyses for each variable are described as followed.

Table 3.14
Statistics for F9 to **F14**

Statistics

		F9	F10	F11	F12	F13	F14
N	Valid	74	73	73	73	73	73
	Missing	0	1	1	1	1	1
Mean		3,49	3,60	2,78	2,68	2,63	3,26
Median		3,00	4,00	2,00	2,00	2,00	3,00
Mode		3	4	2	2	2	4
Std. Deviation		1,050	1,090	1,181	1,177	1,219	1,191
Variance		1,103	1,187	1,396	1,385	1,486	1,417
Range		4	4	4	4	4	4
Minimum		1	1	1	1	1	1
Maximum		5	5	5	5	5	5

Variable **F9** stands for "Cost of T&D". A total of 74 respondents (no missing data) indicated their degrees of agreement in which T&D cost may hinder MNCs from providing T&D to HCNs in China, using a 5-point scale, with 1 = Strongly Disagree, 2 = Moderately Disagree, 3 = Neither Agree nor Disagree, 4 = Moderately Agree and 5 = Strongly Agree. The output for the measures of central tendency for the factor of T&D cost shows that most respondent (with a percentage of 36,5%, a number of 27) neither agree nor disagree (=3) that T&D cost may hinder MNCs from providing T&D to HCNs in China. The mean number is 3,49, representing the average degree of agreement is around 3,49; the mode number is 3, which means most respondents "neither agree nor disagree" (=3); the median number is 3, representing the middle value of the distribution is "neither agree nor disagree" (=3). The output for the measures of dispersion for the factor of T&D cost shows that the highest response on the 5-point scale is 5 (maximum) and lowest response is 1 (minimum). The range is 4 (5 – 1 = 4), the standard deviation is 1,050 (relatively high) and the variance is 1,103. A standard deviation of 1,050 on a 5-point scale indicates that responses are dispersed almost fairly around the mean of 3,49.

Variable **F10** stands for "Lack enough time and resource". A total of 73 respondents indicated their degrees of agreement in which the lack of enough time and resource may hinder MNCs from providing T&D to HCNs in China, using a 5-point scale, with 1 = Strongly Disagree, 2 = Moderately Disagree, 3 = Neither Agree nor Disagree, 4 = Moderately Agree and 5 = Strongly Agree. The total sample was 74 and one respondent did not answer this question and therefore is considered missing data. The output for the measures of central tendency for the factor of lacking enough time and resource shows that most respondent (with a percentage of 44,6%, a number of 33) moderately agree (=4) that the lack of enough time and resource may hinder MNCs from providing T&D to HCNs in China. The mean number is 3,60, representing the average degree of agreement is around 3,60; the mode number is 4, which means most respondents "moderately agree" (=4); the median number is 4, representing the middle value of the distribution is "moderately agree" (=4). The output for the measures of dispersion for the factor of lacking enough time and resource shows that the highest response on the 5-point scale is 5 (maximum) and lowest response is 1 (minimum). The range is 4 (5 – 1 = 4), the standard deviation is 1,090 and the variance is 1,187. A standard deviation of 1,090 on a

5- point scale indicates that responses are dispersed almost fairly around the mean of 3,60.

Table 3.15
Frequencies and Percentages for **F9** to **F14**

Frequencies and Percentages

		F9		F10		F11		F12		F13		F14	
		f	P	*f*	P	*f*	P	*f*	P	*f*	P	*f*	P
Valid	Strongly Disagree	2	2,7	3	4,1	7	9,5	8	10,8	10	13,5	6	8,1
	Moderately	10	13,5	11	14,9	30	40,5	32	43,2	33	44,6	15	20,3
	Neither Agree nor Disagree	27	36,5	12	16,2	17	23,0	17	23,0	13	17,6	17	23,0
	Moderately Agree	20	27,0	33	44,6	10	13,5	7	9,5	8	10,8	24	32,4
	Strongly Agree	15	20,3	14	18,9	9	12,2	9	12,2	9	12,2	11	14,9
	Total	74	100,0	73	98,6	73	98,6	73	98,6	73	98,6	73	98,6
Missing	System			1	1,4	1	1,4	1	1,4	1	1,4	1	1,4
Total				74	100,0	74	100,0	74	100,0	74	100,0	74	100,0

f = Frequency
P = Percent

Variable **F11** stands for "Consider that employees' experience and language skills for international communication are limited". A total of 73 respondents indicated their degrees of agreement in which employees' experience and language skills for international communication may hinder MNCs from providing T&D to HCNs in China, using a 5-point scale, with 1 = Strongly Disagree, 2 = Moderately Disagree, 3 = Neither Agree nor Disagree, 4 = Moderately Agree and 5 = Strongly Agree. The total sample was 74 and one respondent did not answer this question and therefore is considered missing data. The output for the measures of central tendency for the factor of employees' experience and language skills for international communication shows that most respondent (with a percentage of 40,5%, a number of 30) moderately disagree (=2) that employees' experience and language skills for international communication may hinder MNCs from providing T&D to HCNs in China. The mean number is 2,78, representing the average degree of agreement is around 2,78; the mode number is 2, which means most respondents "moderately disagree" (=2); the median number is 2, representing the middle

value of the distribution is "moderately disagree" (=2). The output for the measures of dispersion for the factor of employees' experience and language skills for international communication shows that the highest response on the 5-point scale is 5 (maximum) and lowest response is 1 (minimum). The range is 4 (5 – 1 = 4), the standard deviation is 1,181 and the variance is 1,396. A standard deviation of 1,181 on a 5- point scale indicates that responses are dispersed almost fairly around the mean of 2,78.

Variable **F12** stands for "Fear of staff turnover". A total of 73 respondents indicated their degrees of agreement in which staff turnover may hinder MNCs from providing T&D to HCNs in China, using a 5-point scale, with 1 = Strongly Disagree, 2 = Moderately Disagree, 3 = Neither Agree nor Disagree, 4 = Moderately Agree and 5 = Strongly Agree. The total sample was 74 and one respondent did not answer this question and therefore is considered missing data. The output for the measures of central tendency for the factor of staff turnover shows that most respondent (with a percentage of 43,2%, a number of 32) moderately disagree (=2) that staff turnover may hinder MNCs from providing T&D to HCNs in China. The mean number is 2,68, representing the average degree of agreement is around 2,68; the mode number is 2, which means most respondents "moderately disagree" (=2); the median number is 2, representing the middle value of the distribution is "moderately disagree" (=2). The output for the measures of dispersion for the factor of staff turnover shows that the highest response on the 5-point scale is 5 (maximum) and lowest response is 1 (minimum). The range is 4 (5 – 1 = 4), the standard deviation is 1,177 and the variance is 1,385. A standard deviation of 1,177 on a 5- point scale indicates that responses are dispersed almost fairly around the mean of 2,68.

Variable **F13** stands for "Fear that newly trained employees demand a promotion or pay rise". A total of 73 respondents indicated their degrees of agreement in which employees' requirement for a promotion or pay rise may hinder MNCs from providing T&D to HCNs in China, using a 5-point scale, with 1 = Strongly Disagree, 2 = Moderately Disagree, 3 = Neither Agree nor Disagree, 4 = Moderately Agree and 5 = Strongly Agree. The total sample was 74 and one respondent did not answer this question and therefore is considered missing data. The output for the measures of central tendency for the factor of employees' requirement for a promotion or pay rise shows that most respondent (with a

percentage of 44,6%, a number of 33) moderately disagree (=2) that employees' requirement for a promotion or pay rise may hinder MNCs from providing T&D to HCNs in China. The mean number is 2,63, representing the average degree of agreement is around 2,63; the mode number is 2, which means most respondents "moderately disagree" (=2); the median number is 2, representing the middle value of the distribution is "moderately disagree" (=2). The output for the measures of dispersion for the factor of employees' requirement for a promotion or pay rise shows that the highest response on the 5-point scale is 5 (maximum) and lowest response is 1 (minimum). The range is 4 (5 – 1 = 4), the standard deviation is 1,219 and the variance is 1,486. A standard deviation of 1,219 on a 5- point scale indicates that responses are dispersed almost fairly around the mean of 2,63.

Variable **F14** stands for "Corporate culture reflects an ignorance of Training and Development for Chinese employees". A total of 73 respondents indicated their degrees of agreement in which corporate culture may hinder MNCs from providing T&D to HCNs in China, using a 5-point scale, with 1 = Strongly Disagree, 2 = Moderately Disagree, 3 = Neither Agree nor Disagree, 4 = Moderately Agree and 5 = Strongly Agree. The total sample was 74 and one respondent did not answer this question and therefore is considered missing data. The output for the measures of central tendency for the factor of corporate culture shows that most respondent (with a percentage of 32,4%, a number of 24) moderately agree (=4) that corporate culture may hinder MNCs from providing T&D to HCNs in China. The mean number is 3,26, representing the average degree of agreement is around 3,26; the mode number is 4, which means most respondents "moderately agree" (=4); the median number is 3, representing the middle value of the distribution is "neither agree nor disagree" (=3). The output for the measures of dispersion for the factor of corporate culture shows that the highest response on the 5-point scale is 5 (maximum) and lowest response is 1 (minimum). The range is 4 (5 – 1 = 4), the standard deviation is 1,191 and the variance is 1,417. A standard deviation of 1,191 on a 5- point scale indicates that responses are dispersed almost fairly around the mean of 3,26.

Comparing with the data gathered from research question one (**RQ1**), the standard deviations for variables (**F9** to **F14**) were relatively higher (> 1), which indicated that responses to **RQ2** are dispersed less closely around the mean number. In addition, information gathered from these two research questions revealed that most respondents moderately agree or strongly agree the proposed factors of related laws (**F2**), security consideration (**F3**), employees' working motivations and learning enthusiasm (**F4**), job satisfaction, loyalty and commitment (**F5**), working performance (**F6**), needs of special job skills (**F7**), consideration of promotions (**F8**), time and resources (**F10**) and corporate cultures (**F14**) influence MNC's provision of T&D to HCNs in China, while three factors of employees' experience and language skills for international communication (**F11**), staff turnover(**F12**) and employees' requirement for a promotion or pay rise may (**F13**) were mostly rejected (moderately disagreed) by respondents to be considered as factors influencing the provision, and less opinions were collected for company's regulation (**F1**) and T&D cost (**F9**) as the option of "neither agree nor disagree" was highly selected.

3.3 Independent Samples *t*-test

Recall that three independent samples *t*-tests were conducted to measure the difference in the degree of agreement to the 14 factors between leaderships and employees, North America and other regions and female and male. Discussions of findings from these three *t*-tests are accordingly presented.

3.3.1 Leaderships versus Employees

Presented in Table 3.16 are the results of the Group Statistics from the *t*-test, which gives the descriptive statistics for each of the two samples (Leaderships and Employees) concerning their degrees of agreement in perceiving the relationships between the 14 factors and MNCs' T&D provision to HCNs in China. Recall that the 14 factors was measured on a 5-point scale, with 1 = Strongly Disagree, 2 = Moderately Disagree, 3 = Neither Agree nor Disagree, 4 = Moderately Agree and 5 = Strongly Agree. The standard deviations of leaderships and employees for each factor demonstrated in Table 3.16 were

relatively small, which means the spread of measurements around the mean was narrow and the deviation was relatively small.

Table 3.16
Group statistics of t-test (Leaderships versus Employees)

Group Statistics

		N	Mean	Std.Deviation	Std.Error Mean
F1	Leaderships	56	3,63	1,071	,143
	Employees	18	3,94	1,162	,274
F2	Leaderships	56	3,80	1,197	,160
	Employees	18	3,83	1,249	,294
F3	Leaderships	56	4,13	,810	,108
	Employees	17	3,88	,993	,241
F4	Leaderships	56	4,14	,672	,090
	Employees	18	4,00	1,029	,243
F5	Leaderships	56	4,13	,764	,102
	Employees	18	4,06	1,056	,249
F6	Leaderships	56	4,38	,620	,083
	Employees	18	4,11	1,023	,241
F7	Leaderships	56	4,23	,603	,081
	Employees	18	4,06	1,056	,249
F8	Leaderships	56	4,00	,809	,108
	Employees	18	3,94	1,162	,274
F9	Leaderships	56	3,46	1,008	,135
	Employees	18	3,56	1,199	,283
F10	Leaderships	55	3,65	1,075	,145
	Employees	18	3,44	1,149	,271
F11	Leaderships	55	2,64	1,144	,154
	Employees	18	3,22	1,215	,286
F12	Leaderships	55	2,60	1,132	,153
	Employees	18	2,94	1,305	,308
F13	Leaderships	55	2,53	1,152	,155
	Employees	18	2,94	1,392	,328
F14	Leaderships	55	3,24	1,201	,162
	Employees	18	3,33	1,188	,280

Based on the basic descriptive statistics, the second output presented in Table 3.17 is the Independent Samples Test, which helps find out if the two means of the two samples (leaderships and employees) are significantly different for each factor. The null and alternative hypotheses are as followed:

H_0: $\mu_{leaderships} = \mu_{employees}$

H_1: $\mu_{leaderships} \neq \mu_{employees}$

The Levene's test for equality of variances is reported on the left side of Table 3.17. Results indicated that all significance (p value) of Levene's test, which was labeled as "Sig.", is larger than α level (p> ,05), the equal variances between the two samples were assumed and the "Equal variances assumed" test was therefore used for all the 14 variables. As displayed in Table 3.17, all statistical significance (p value) associated with the t-test, which was labeled as "Sig (2-tailed)", is larger than α level (p> ,05). This indicated that there is no significant difference between the two samples (leaderships and employees) means for any of the 14 factors, and the null hypotheses (H_0) are failed to be rejected.

Analysis of this group statistics for each factor is discussed in detail as followed.

For variable **F1** (Company's regulation required) there are 56 leaderships and 18 employees in the data set. The mean level of agreement for employees is a bit higher at 3,94, compared with 3,63 for leaderships. The p value for Levene's Test (Sig.) is ,590 with the F value of ,293 (F), which is larger than α level (p> ,05), and equal variances were assumed. With the "Equal variances assumed" test, the t value is –1,078 (t). The p value associated with the test (Sig (2-tailed)) is ,284, which is larger than α level (p> ,05), and the null hypothesis (H_0) is failed to be rejected. Therefore, no significant difference was found between leaderships (Mean = 3,63) and employees (Mean = 3,94) in terms of their degrees of agreement that company's regulation may motivate MNCs to provide T&D to HCNs in China.

For variable **F2** (Required by related law) there are 56 leaderships and 18 employees in the data set. The mean level of agreement for employees is a bit higher at 3,83, compared

with 3,80 for leaderships. The *p* value for Levene's Test (Sig.) is ,650 with the F value of ,208 (F), which is larger than α level (*p*> ,05), and equal variances were assumed. With the "Equal variances assumed" test, the t value is -,091 (t). The *p* value associated with the test (Sig (2-tailed)) is ,928, which is larger than α level (*p*> ,05), and the null hypothesis (H_0) is failed to be rejected. Therefore, no significant difference was found between leaderships (Mean = 3,80) and employees (Mean = 3,83) in terms of their degrees of agreement that related law may motivate MNCs to provide T&D to HCNs in China.

For variable **F3** (Consideration of security, to prevent workplace accidents) there are 56 leaderships and 17 employees in the data set. The mean level of agreement for leaderships is higher at 4,13, compared with 3,88 for employees. The *p* value for Levene's Test (Sig.) is ,502 with the F value of ,456 (F), which is larger than α level (*p*> ,05), and equal variances were assumed. With the "Equal variances assumed" test, the t value is 1,025 (t). The *p* value associated with the test (Sig (2-tailed)) is ,309, which is larger than α level (*p*> ,05), and the null hypothesis (H_0) is failed to be rejected. Therefore, no significant difference was found between leaderships (Mean = 4,13) and employees (Mean = 3,88) in terms of their degrees of agreement that consideration of security may motivate MNCs to provide T&D to HCNs in China.

For variable **F4** (To inspire employees' working motivation and learning enthusiasm) there are 56 leaderships and 18 employees in the data set. The mean level of agreement for leaderships is a bit higher at 4,14, compared with 4,00 for employees. The *p* value for Levene's Test (Sig.) is ,235 with the F value of 1,432 (F), which is larger than α level (*p*> ,05), and equal variances were assumed. With the "Equal variances assumed" test, the t value is ,683 (t). The *p* value associated with the test (Sig (2-tailed)) is ,497, which is larger than α level (*p*> ,05), and the null hypothesis (H_0) is failed to be rejected. Therefore, no significant difference was found between leaderships (Mean = 4,14) and employees (Mean = 4,00) in terms of their degrees of agreement that the factor of inspiring employees' working motivation and learning enthusiasm may motivate MNCs to provide T&D to HCNs in China.

For variable **F5** (To maintain or improve employees' job satisfaction, loyalty and commitment to the company) there are 56 leaderships and 18 employees in the data set. The mean level of agreement for leaderships is a bit higher at 4,13, compared with 4,06 for employees. The *p* value for Levene's Test (Sig.) is .271 with the F value of 1,228 (F), which is larger than α level (*p*> ,05), and equal variances were assumed. With the "Equal variances assumed" test, the t value is ,304 (t). The *p* value associated with the test (Sig (2-tailed)) is ,762, which is larger than α level (*p*> ,05), and the null hypothesis (H_0) is failed to be rejected. Therefore, no significant difference was found between leaderships (Mean = 4,13) and employees (Mean = 4,06) in terms of their degrees of agreement that the factor of improving and maintaining employees' job satisfaction, loyalty and commitment to the company may motivate MNCs to provide T&D to HCNs in China.

For variable **F6** (To improve employees' working performance by providing them new knowledge and skills) there are 56 leaderships and 18 employees in the data set. The mean level of agreement for leaderships is a bit higher at 4,38, compared with 4,11 for employees. The *p* value for Levene's Test (Sig.) is ,248 with the F value of 1,356 (F), which is larger than α level (*p*> ,05), and equal variances were assumed. With the "Equal variances assumed" test, the t value is 1,325 (t). The *p* value associated with the test (Sig (2-tailed)) is ,189, which is larger than α level (*p*> ,05), and the null hypothesis (H_0) is failed to be rejected. Therefore, no significant difference was found between leaderships (Mean = 4,38) and employees (Mean = 4,11) in terms of their degrees of agreement that the factor of improving employees' working performance by providing them new knowledge and skills may motivate MNCs to provide T&D to HCNs in China.

For variable **F7** (To meet the needs of some special job skills) there are 56 leaderships and 18 employees in the data set. The mean level of agreement for leaderships is a bit higher at 4,32, compared with 4,06 for employees. The *p* value for Levene's Test (Sig.) is ,060 with the F value of 3,657 (F), which is larger than α level (*p*> ,05), and equal variances were assumed. With the "Equal variances assumed" test, the t value is .886 (t). The *p* value associated with the test (Sig (2-tailed)) is ,378, which is larger than α level

(p> ,05), and the null hypothesis (H_0) is failed to be rejected. Therefore, no significant difference was found between leaderships (Mean = 4,32) and employees (Mean = 4,06) in terms of their degrees of agreement that the factor of meeting the needs of some special job skills may motivate MNCs to provide T&D to HCNs in China.

Table 3.17
Independent Samples Test (Leaderships versus Employees)

		F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	95% Confidence Interval of the Difference	
									Lower	Upper
F1	Equal variances assumed	,293	,590	-1,078	72	,284	-,319	,296	-,910	,271
F2	Equal variances assumed	,208	,650	-,091	72	,928	-,030	,328	-,683	,624
F3	Equal variances assumed	,456	,502	1,025	71	,309	,243	,237	-,229	,715
F4	Equal variances assumed	1,432	,235	,683	72	,497	,143	,209	-,274	,560
F5	Equal variances assumed	1,228	,271	,304	72	,762	,069	,228	-,385	,524
F6	Equal variances assumed	1,356	,248	1,325	72	,189	,264	,199	-,133	,661
F7	Equal variances assumed	3,657	,060	,886	72	,378	,177	,199	-,221	,574
F8	Equal variances assumed	3,440	,068	,227	72	,821	,056	,245	-,433	,544
F9	Equal variances assumed	,966	,329	-,319	72	,751	-,091	,286	-,662	,479
F10	Equal variances assumed	,239	,627	,708	71	,481	,210	,297	-,382	,802
F11	Equal variances assumed	,001	,980	-1,857	71	,067	-,586	,315	-1,215	,043
F12	Equal variances assumed	,492	,485	-1,079	71	,284	-,344	,319	-,981	,292
F13	Equal variances assumed	,417	,521	-1,265	71	,210	-,417	,330	-1,075	,240
F14	Equal variances assumed	,173	,679	-,298	71	,767	-,097	,325	-,746	,552

For variable **F8** (T&D is considered as one of the prerequisites for advancing employees) there are 56 leaderships and 18 employees in the data set. The mean level of agreement

for leaderships is a bit higher at 4,00, compared with 3,94 for employees. The *p* value for Levene's Test (Sig.) is ,068 with the F value of 3,440 (F), which is larger than α level (*p*> ,05), and equal variances were assumed. With the "Equal variances assumed" test, the t value is ,227 (t). The *p* value associated with the test (Sig (2-tailed)) is ,821, which is larger than α level (*p*> ,05), and the null hypothesis (H_0) is failed to be rejected. Therefore, no significant difference was found between leaderships (Mean = 4,00) and employees (Mean = 3,94) in terms of their degrees of agreement that the factor of promotion consideration may motivate MNCs to provide T&D to HCNs in China.

For variable **F9** (Cost of T&D) there are 56 leaderships and 18 employees in the data set. The mean level of agreement for employees is a bit higher at 3,56, compared with 3,46 for leaderships. The *p* value for Levene's Test (Sig.) is ,329 with the F value of ,966 (F), which is larger than α level (*p*> ,05), and equal variances were assumed. With the "Equal variances assumed" test, the t value is -,319 (t). The *p* value associated with the test (Sig (2-tailed)) is ,751, which is larger than α level (*p*> ,05), and the null hypothesis (H_0) is failed to be rejected. Therefore, no significant difference was found between leaderships (Mean = 3,46) and employees (Mean = 3,56) in terms of their degrees of agreement that cost of T&D may hinder MNCs from providing T&D to HCNs in China.

For variable **F10** (Lack enough time and resource) there are 55 leaderships and 18 employees in the data set. The mean level of agreement for leaderships is a bit higher at 3,65, compared with 3,44 for employees. The *p* value for Levene's Test (Sig.) is ,627 with the F value of ,239 (F), which is larger than α level (*p*> ,05), and equal variances were assumed. With the "Equal variances assumed" test, the t value is ,708 (t). The *p* value associated with the test (Sig (2-tailed)) is ,481, which is larger than α level (*p*> ,05), and the null hypothesis (H_0) is failed to be rejected. Therefore, no significant difference was found between leaderships (Mean = 3,65) and employees (Mean = 3,44) in terms of their degrees of agreement that lacking enough time and resource may hinder MNCs from providing T&D to HCNs in China.

For variable **F11** (Consider that employees' experience and language skills for international communication are limited) there are 55 leaderships and 18 employees in the data set. The mean level of agreement for employees is much higher at 3,22, compared with 2,64 for leaderships. The *p* value for Levene's Test (Sig.) is ,980 with the F value of ,001 (F), which is larger than α level (*p*> ,05), and equal variances were assumed. With the "Equal variances assumed" test, the t value is –1,857 (t). The *p* value associated with the test (Sig (2-tailed)) is ,067, which is larger than α level (*p*> ,05), and the null hypothesis (H_0) is failed to be rejected. Therefore, no significant difference was found between leaderships (Mean = 2,64) and employees (Mean = 3,22) in terms of their degrees of agreement that the factor of employees' experience and language skills for international communication may hinder MNCs from providing T&D to HCNs in China.

For variable **F12** (Fear of staff turnover) there are 55 leaderships and 18 employees in the data set. The mean level of agreement for employees is a bit higher at 2,94, compared with 2,60 for leaderships. The *p* value for Levene's Test (Sig.) is ,485 with the F value of ,492 (F), which is larger than α level (*p*> ,05), and equal variances were assumed. With the "Equal variances assumed" test, the t value is –1,079 (t). The *p* value associated with the test (Sig (2-tailed)) is ,284, which is larger than α level (*p*> ,05), and the null hypothesis (H_0) is failed to be rejected. Therefore, no significant difference was found between leaderships (Mean = 2,60) and employees (Mean = 2,94) in terms of their degrees of agreement that fear of staff turnover may hinder MNCs from providing T&D to HCNs in China.

For variable **F13** (Fear that newly trained employees demand a promotion or pay rise) there are 55 leaderships and 18 employees in the data set. The mean level of agreement for employees is a bit higher at 2,94, compared with 2,53 for leaderships. The *p* value for Levene's Test (Sig.) is ,521 with the F value of ,417 (F), which is larger than α level (*p*> ,05), and equal variances were assumed. With the "Equal variances assumed" test, the t value is –1,265 (t). The *p* value associated with the test (Sig (2-tailed)) is ,210, which is larger than α level (*p*> ,05), and the null hypothesis (H_0) is failed to be rejected. Therefore, no significant difference was found between leaderships (Mean = 2,53) and employees (Mean = 2,94) in terms of their degrees of agreement that the factor of

employees' requirement for a promotion or pay rise may hinder MNCs from providing T&D to HCNs in China.

For variable **F14** (Corporate culture reflects an ignorance of T&D for Chinese employees) there are 55 leaderships and 18 employees in the data set. The mean level of agreement for employees is a bit higher at 3,33, compared with 3,24 for leaderships. The *p* value for Levene's Test (Sig.) is ,679 with the F value of ,173 (F), which is larger than α level (p> ,05), and equal variances were assumed. With the "Equal variances assumed" test, the t value is -,298 (t). The *p* value associated with the test (Sig (2-tailed)) is ,767, which is larger than α level (p> ,05), and the null hypothesis (H_0) is failed to be rejected. Therefore, no significant difference was found between leaderships (Mean = 3,24) and employees (Mean = 3,33) in terms of their degrees of agreement that corporate culture reflecting an ignorance of T&D for Chinese employees may hinder MNCs from providing T&D to HCNs in China.

In summary, results from this independent samples *t*-test indicated that there is no significant difference between leaderships and employees in perceiving the relationships between the 14 factors and MNCs' T&D provision to HCNs in China. And the process of screening employees from the data analysis is considered as not necessary.

3.3.2 North America versus other regions

Presented in Table 3.18 are the results of the Group Statistics from the *t*-test, which gives the descriptive statistics for each of the two samples (MNCs headquartered in North America and other regions) concerning their degrees of agreement in perceiving the relationships between the 14 factors and MNCs' T&D provision to HCNs in China. Here the other regions in this research refer to South America, Europe, Asia (expect China) and Australia, as results show that no surveyed MNCs headquartered in Africa. Recall that the 14 factors was measured on a 5-point scale, with 1 = Strongly Disagree, 2 = Moderately Disagree, 3 = Neither Agree nor Disagree, 4 = Moderately Agree and 5 = Strongly Agree.

The standard deviations of MNCs from North America and from other regions for each factor demonstrated in Table 3.18 were relatively small, which means the spread of measurements around the mean was narrow and the deviation was relatively small.

Table 3.18
Group statistics of t-test (North America versus Other regions)

Group Statistics

		N	Mean	Std.Deviation	Std.Error Mean
F1	North America	32	3,44	1,216	,215
	Other regions	42	3,90	,958	,148
F2	North America	32	3,66	1,359	,240
	Other regions	42	3,93	1,068	,165
F3	North America	32	3,94	1,045	,185
	Other regions	41	4,17	,667	,104
F4	North America	32	3,97	,897	,159
	Other regions	42	4,21	,645	,100
F5	North America	32	4,13	,907	,160
	Other regions	42	4,10	,790	,122
F6	North America	32	4,31	,896	,158
	Other regions	42	4,31	,604	,093
F7	North America	32	4,16	,847	,150
	Other regions	42	4,21	,645	,100
F8	North America	32	4,06	,948	,168
	Other regions	42	3,93	,867	,134
F9	North America	32	3,53	1,135	,201
	Other regions	42	3,45	,993	,153
F10	North America	32	3,59	1,132	,200
	Other regions	41	3,61	1,070	,167
F11	North America	32	2,66	1,153	,204
	Other regions	41	2,88	1,208	,189
F12	North America	32	2,50	1,136	,201
	Other regions	41	2,83	1,202	,188
F13	North America	32	2,44	1,190	,210
	Other regions	41	2,78	1,235	,193
F14	North America	32	3,06	1,294	,229
	Other regions	41	3,41	1,095	,171

Based on the basic descriptive statistics above, the second output presented in Table 3.19 is the Independent Samples Test, which helps find out if the two means of the two samples (North America and other regions) are significantly different for each factor.

The null and alternative hypotheses are as followed:

H_0: $\mu_{\text{North America}} = \mu_{\text{Other regions}}$

H_1: $\mu_{\text{North America}} \neq \mu_{\text{Other regions}}$

The Levene's test for equality of variances is reported on the left side of Table 3.19. Results indicated that all significance (*p* value) of Levene's test, which was labeled as "Sig.", is larger than α level (*p*> ,05), the equal variances between the two samples were assumed and the "Equal variances assumed" test was therefore used for all the 14 variables. As displayed in Table 3.19, all statistical significance (*p* value) associated with the *t*-test, which was labeled as "Sig (2-tailed)", is larger than α level (*p*> ,05). This indicated that there is no significant difference between the two samples (North America and other regions) means for any of the 14 factors, and the null hypotheses (H_0) are failed to be rejected.

Analysis of this group statistics for each factor is discussed in detail as followed.

For variable **F1** (Company's regulation required), the data set shows that there are 32 surveyed MNCs headquartered in North America and 42 in other regions. The mean level of agreement for MNCs from other regions is a bit higher at 3,90, compared with 3,44 for MNCs from North America. The *p* value for Levene's Test (Sig.) is ,221 with the F value of 1,526 (F), which is larger than α level (*p*> ,05), and equal variances were assumed. With the "Equal variances assumed" test, the t value is –1,849 (t). The *p* value associated with the test (Sig (2-tailed)) is ,069, which is larger than α level (*p*> ,05), and the null hypothesis (H_0) is failed to be rejected. Therefore, no significant difference was found between MNCs from North America (Mean = 3,44) and MNCs from other regions (Mean = 3,90) in terms of their degrees of agreement that company's regulation may motivate MNCs to provide T&D to HCNs in China.

For variable **F2** (Required by related law), the data set shows that there are 32 surveyed MNCs headquartered in North America and 42 in other regions. The mean level of agreement for MNCs from other regions is a bit higher at 3,93, compared with 3,66 for MNCs from North America. The *p* value for Levene's Test (Sig.) is ,225 with the F value of 1,496 (F), which is larger than α level (*p*> ,05), and equal variances were assumed. With the "Equal variances assumed" test, the t value is -,966 (t). The *p* value associated with the test (Sig (2-tailed)) is ,337, which is larger than α level (*p*> ,05), and the null hypothesis (H_0) is failed to be rejected. Therefore, no significant difference was found between MNCs from North America (Mean = 3,66) and MNCs from other regions (Mean = 3,93) in terms of their degrees of agreement that related law may motivate MNCs to provide T&D to HCNs in China.

For variable **F3** (Consideration of security, to prevent workplace accidents), the data set shows that there are 32 surveyed MNCs headquartered in North America and 41 in other regions. The mean level of agreement for MNCs from other regions is a bit higher at 4,17, compared with 3,94 for MNCs from North America. The *p* value for Levene's Test (Sig.) is ,231 with the F value of 1,459 (F), which is larger than α level (*p*> ,05), and equal variances were assumed. With the "Equal variances assumed" test, the t value is –1,159 (t). The *p* value associated with the test (Sig (2-tailed)) is ,250, which is larger than α level (*p*> ,05), and the null hypothesis (H_0) is failed to be rejected. Therefore, no significant difference was found between MNCs from North America (Mean = 3,94) and MNCs from other regions (Mean = 4,17) in terms of their degrees of agreement that security consideration may motivate MNCs to provide T&D to HCNs in China.

For variable **F4** (To inspire employees' working motivation and learning enthusiasm), the data set shows that there are 32 surveyed MNCs headquartered in North America and 42 in other regions. The mean level of agreement for MNCs from other regions is a bit higher at 4,21, compared with 3,97 for MNCs from North America. The *p* value for Levene's Test (Sig.) is ,326 with the F value of ,978 (F), which is larger than α level (*p*> ,05), and equal variances were assumed. With the "Equal variances assumed" test, the t value is –1,369 (t). The *p* value associated with the test (Sig (2-tailed)) is ,175, which is larger than α level (*p*> ,05), and the null hypothesis (H_0) is failed to be rejected.

Therefore, no significant difference was found between MNCs from North America (Mean = 3,97) and MNCs from other regions (Mean = 4,21) in terms of their degrees of agreement that the factor of inspiring employees' working motivation and learning enthusiasm may motivate MNCs to provide T&D to HCNs in China.

Table 3.19
Independent Samples Test (North America versus Other regions)

Independent Samples Test

		Levene's Test for Equality of Variances		t-test for Equality of Means						
									95% Confidence Interval of the Difference	
		F	Sig.	t	Df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	Lower	Upper
F1	Equal variances assumed	1,526	,221	-1,849	72	,069	-,467	,253	-,971	,036
F2	Equal variances assumed	1,496	,225	-,966	72	,337	-,272	,282	-,835	,290
F3	Equal variances assumed	1,459	,231	-1,159	71	,250	-,233	,201	-,635	,168
F4	Equal variances assumed	,978	,326	-1,369	72	,175	-,246	,179	-,603	,112
F5	Equal variances assumed	,500	,482	,151	72	,881	,030	,198	-,364	,424
F6	Equal variances assumed	2,601	,111	,017	72	,986	,003	,175	-,345	,351
F7	Equal variances assumed	,244	,623	-,335	72	,739	-,058	,173	-,404	,288
F8	Equal variances assumed	,608	,438	,632	72	,529	,134	,212	-,288	,556
F9	Equal variances assumed	,432	,513	,318	72	,751	,079	,248	-,415	,573
F10	Equal variances assumed	,025	,875	-,062	71	,951	-,016	,259	-,532	,500
F11	Equal variances assumed	,000	,996	-,794	71	,430	-,222	,279	-,779	,335
F12	Equal variances assumed	,332	,566	-1,189	71	,238	-,329	,277	-,881	,223
F13	Equal variances assumed	,275	,602	-1,196	71	,236	-,343	,287	-,915	,229
F14	Equal variances assumed	,793	,376	-1,259	71	,212	-,352	,280	-,910	,206

For variable **F5** (To maintain or improve employees' job satisfaction, loyalty and commitment to the company), the data set shows that there are 32 surveyed MNCs

headquartered in North America and 42 in other regions. The mean level of agreement for MNCs from North America is a bit higher at 4,13, compared with 4,10 for MNCs from other regions. The *p* value for Levene's Test (Sig.) is ,482 with the F value of ,500 (F), which is larger than α level (*p*> ,05), and equal variancés were assumed. With the "Equal variances assumed" test, the t value is ,151 (t). The *p* value associated with the test (Sig (2-tailed)) is ,881, which is larger than α level (*p*> ,05), and the null hypothesis (H_0) is failed to be rejected. Therefore, no significant difference was found between MNCs from North America (Mean = 4,13) and MNCs from other regions (Mean = 4,10) in terms of their degrees of agreement that the factor of improving and maintaining employees' job satisfaction, loyalty and commitment to the company may motivate MNCs to provide T&D to HCNs in China.

For variable **F6** (To improve employees' working performance by providing them new knowledge and skills), the data set shows that there are 32 surveyed MNCs headquartered in North America and 42 in other regions. The mean level of agreement for MNCs from other regions at 4,31 is the same with the mean level for MNCs from North America. The *p* value for Levene's Test (Sig.) is ,111 with the F value of 2,601 (F), which is larger than α level (*p*> ,05), and equal variances were assumed. With the "Equal variances assumed" test, the t value is ,017 (t). The *p* value associated with the test (Sig (2-tailed)) is ,986, which is larger than α level (*p*> ,05), and the null hypothesis (H_0) is failed to be rejected. Therefore, no significant difference was found between MNCs from North America (Mean = 4,31) and MNCs from other regions (Mean = 4,31) in terms of their degrees of agrèement that the factor of improving employees' working performance by providing them new knowledge and skills may motivate MNCs to provide T&D to HCNs in China.

For variable **F7** (To meet the needs of some special job skills), the data set shows that there are 32 surveyed MNCs headquartered in North America and 42 in other regions. The mean level of agreement for MNCs from other regions is a bit higher at 4,21, compared with 4,16 for MNCs from North America. The *p* value for Levene's Test (Sig.) is ,623 with the F value of ,244 (F), which is larger than α level (*p*> ,05), and equal variances were assumed. With the "Equal variances assumed" test, the t value is -,335 (t). The *p* value associated with the test (Sig (2-tailed)) is ,739, which is larger than α level

(p> ,05), and the null hypothesis (H_0) is failed to be rejected. Therefore, no significant difference was found between MNCs from North America (Mean = 4,16) and MNCs from other regions (Mean = 4,21) in terms of their degrees of agreement that the factor of meeting the needs of some special job skills may motivate MNCs to provide T&D to HCNs in China.

For variable **F8** (T&D is considered as one of the prerequisites for advancing employees), the data set shows that there are 32 surveyed MNCs headquartered in North America and 42 in other regions. The mean level of agreement for MNCs from North America is a bit higher at 4,06, compared with 3,93 for MNCs from other regions. The p value for Levene's Test (Sig.) is ,438 with the F value of ,608 (F), which is larger than α level (p> ,05), and equal variances were assumed. With the "Equal variances assumed" test, the t value is ,632 (t). The p value associated with the test (Sig (2-tailed)) is ,529, which is larger than α level (p> ,05), and the null hypothesis (H_0) is failed to be rejected. Therefore, no significant difference was found between MNCs from North America (Mean = 4,06) and MNCs from other regions (Mean = 3,93) in terms of their degrees of agreement that the factor of promotion consideration may motivate MNCs to provide T&D to HCNs in China.

For variable **F9** (Cost of T&D), the data set shows that there are 32 surveyed MNCs headquartered in North America and 42 in other regions. The mean level of agreement for MNCs from North America is a bit higher at 3,53, compared with 3,45 for MNCs from other regions. The p value for Levene's Test (Sig.) is ,513 with the F value of ,432 (F), which is larger than α level (p> ,05), and equal variances were assumed. With the "Equal variances assumed" test, the t value is ,318 (t). The p value associated with the test (Sig (2-tailed)) is ,751, which is larger than α level (p> ,05), and the null hypothesis (H_0) is failed to be rejected. Therefore, no significant difference was found between MNCs from North America (Mean = 3,53) and MNCs from other regions (Mean = 3,45) in terms of their degrees of agreement that cost of T&D may hinder MNCs from providing T&D to HCNs in China.

For variable **F10** (Lack enough time and resource), the data set shows that there are 32 surveyed MNCs headquartered in North America and 41 in other regions. The mean level of agreement for MNCs from other regions is a bit higher at 3,61, compared with 3,59 for MNCs from North America. The *p* value for Levene's Test (Sig.) is ,875 with the F value of ,025 (F), which is larger than α level (*p*> ,05), and equal variances were assumed. With the "Equal variances assumed" test, the t value is -,062 (t). The *p* value associated with the test (Sig (2-tailed)) is ,951, which is larger than α level (*p*> ,05), and the null hypothesis (H_0) is failed to be rejected. Therefore, no significant difference was found between MNCs from North America (Mean = 3,59) and MNCs from other regions (Mean = 3,61) in terms of their degrees of agreement that lacking enough time and resource may hinder MNCs from providing T&D to HCNs in China.

For variable **F11** (Consider that employees experience and language skills for international communication are limited), the data set shows that there are 32 surveyed MNCs headquartered in North America and 41 in other regions. The mean level of agreement for MNCs from other regions is a bit higher at 2,88, compared with 2,66 for MNCs from North America. The *p* value for Levene's Test (Sig.) is ,996 with the F value of ,000 (F), which is larger than α level (*p*> ,05), and equal variances were assumed. With the "Equal variances assumed" test, the t value is -,794 (t). The *p* value associated with the test (Sig (2-tailed)) is ,430, which is larger than α level (*p*> ,05), and the null hypothesis (H_0) is failed to be rejected. Therefore, no significant difference was found between MNCs from North America (Mean = 2,66) and MNCs from other regions (Mean = 2,88) in terms of their degrees of agreement that the factor of employees' experience and language skills for international communication may hinder MNCs from providing T&D to HCNs in China.

For variable **F12** (Fear of staff turnover), the data set shows that there are 32 surveyed MNCs headquartered in North America and 41 in other regions. The mean level of agreement for MNCs from other regions is a bit higher at 2,83, compared with 2,50 for MNCs from North America. The *p* value for Levene's Test (Sig.) is ,566 with the F value of ,332 (F), which is larger than α level (*p*> ,05), and equal variances were assumed. With the "Equal variances assumed" test, the t value is –1,189 (t). The *p* value associated with

the test (Sig (2-tailed)) is ,238, which is larger than α level (p> ,05), and the null hypothesis (H_0) is failed to be rejected. Therefore, no significant difference was found between MNCs from North America (Mean = 2,50) and MNCs from other regions (Mean = 2,83) in terms of their degrees of agreement that staff turnover may hinder MNCs from providing T&D to HCNs in China.

For variable **F13** (Fear that newly trained employees demand a promotion or pay rise), the data set shows that there are 32 surveyed MNCs headquartered in North America and 41 in other regions. The mean level of agreement for MNCs from other regions is a bit higher at 2,78, compared with 2,44 for MNCs from North America. The p value for Levene's Test (Sig.) is ,602 with the F value of ,275 (F), which is larger than α level (p> ,05), and equal variances were assumed. With the "Equal variances assumed" test, the t value is –1,196 (t). The p value associated with the test (Sig (2-tailed)) is ,236, which is larger than α level (p> ,05), and the null hypothesis (H_0) is failed to be rejected. Therefore, no significant difference was found between MNCs from North America (Mean = 2,44) and MNCs from other regions (Mean = 2,78) in terms of their degrees of agreement that employees' requirement for a promotion or pay rise may hinder MNCs from providing T&D to HCNs in China.

F14 (Corporate culture reflects an ignorance of Training and Development for Chinese employees), the data set shows that there are 32 surveyed MNCs headquartered in North America and 41 in other regions. The mean level of agreement for MNCs from other regions is a bit higher at 3,41, compared with 3,06 for MNCs from North America. The p value for Levene's Test (Sig.) is ,376 with the F value of ,793 (F), which is larger than α level (p> ,05), and equal variances were assumed. With the "Equal variances assumed" test, the t value is –1,259 (t). The p value associated with the test (Sig (2-tailed)) is ,212, which is larger than α level (p> ,05), and the null hypothesis (H_0) is failed to be rejected. Therefore, no significant difference was found between MNCs from North America (Mean = 3,06) and MNCs from other regions (Mean = 3,41) in terms of their degrees of agreement that corporate culture reflecting an ignorance of T&D for Chinese employees may hinder MNCs from providing T&D to HCNs in China.

In summary, results from this independent samples *t*-test indicated that there is no significant difference between MNCs from North America and MNCs from other regions in perceiving the relationships between the 14 factors and MNCs' T&D provision to HCNs in China.

3.3.3 Female versus Male

Presented in Table 3.20 are the results of the Group Statistics from the *t*-test, which gives the descriptive statistics for each of the two samples (Female and Male) concerning their degrees of agreement in perceiving the relationships between the 14 factors and MNCs' T&D provision to HCNs in China. Recall that the 14 factors was measured on a 5-point scale, with 1 = Strongly Disagree, 2 = Moderately Disagree, 3 = Neither Agree nor Disagree, 4 = Moderately Agree and 5 = Strongly Agree. The standard deviations of females and males for each factor demonstrated in Table 3.20 were relatively small, which means the spread of measurements around the mean was narrow and the deviation was relatively small.

Based on the basic descriptive statistics above, the second output presented in Table 3.21 is the Independent Samples Test, which helps find out if the two means of the two samples (females and males) are significantly different for each factor.

The null and alternative hypotheses are as followed:

H_0: $\mu_{Female} = \mu_{Male}$

H_1: $\mu_{Female} \neq \mu_{Male}$

Table 3.20
Group statistics of t-test (Female versus Male)

Group Statistics

		N	Mean	Std.Deviation	Std.Error Mean
F1	Female	36	3,83	,941	,157
	Male	38	3,58	1,222	,198
F2	Female	36	4,03	1,000	,167
	Male	38	3,61	1,346	,218
F3	Female	36	4,06	,630	,105
	Male	37	4,08	1,038	,171
F4	Female	36	4,17	,561	,093
	Male	38	4,05	,928	,151
F5	Female	36	4,19	,710	,118
	Male	38	4,03	,944	,153
F6	Female	36	4,39	,549	,092
	Male	38	4,24	,883	,143
F7	Female	36	4,17	,561	,093
	Male	38	4,21	,875	,142
F8	Female	36	4,19	,668	,111
	Male	38	3,79	1,044	,169
F9	Female	36	3,47	,971	,162
	Male	38	3,50	1,133	,184
F10	Female	35	3,71	,926	,156
	Male	38	3,50	1,225	,199
F11	Female	35	2,77	1,190	,201
	Male	38	2,79	1,189	,193
F12	Female	35	2,57	1,065	,180
	Male	38	2,79	1,277	,207
F13	Female	35	2,46	,980	,166
	Male	38	2,79	1,398	,227
F14	Female	35	3,40	1,168	,197
	Male	38	3,13	1,212	,197

The Levene's test for equality of variances is reported on the left side of Table 3.21. Results indicated that the significance (p value) of Levene's test to **F2** (p = ,021), **F3** (p = ,034), **F7** (p = ,028), **F8** (p = ,005), **F10** (p = ,013) and **F13** (p = ,006) is less than or equal to α level ($p \leq$,05), the equal variances between the two samples were assumed unequal and the "Equal variances not assumed" test will be used. Significance (p value) of Levene's test to other factors (**F1**, **F4**, **F5**, **F6**, **F9**, **F11**, **F12**, **F14**), which was labeled as "Sig.", is larger than α level (p> ,05), the equal variances between the two samples were

assumed and the "Equal variances assumed" test was therefore used for these variables. As displayed in Table 3.21, whether the variances were assumed equal or unequal, expect **F8**, statistical significance (p value) to other factors associated with the t-test, which was labeled as "Sig (2-tailed)", is larger than α level (p> ,05). This indicated that there is no significant difference between the two samples (leaderships and employees) means for these factors (except **F8**), and the null hypotheses (H_0) to these factors (except **F8**) are failed to be rejected. For variable **F8**, since the "Equal variances not assumed" test was used and its p value which was labeled as "Sig (2-tailed)" is equal to ,050 (p = ,05), indicating that there is no support for the null hypothesis that the two means for variable **F8** are equal. Therefore, there is a significant difference between females and males in perceiving the relationships between the **F8** and MNCs' T&D provision to HCNs in China.

Analysis of this group statistics for each factor is discussed in detail as followed.

For variable **F1** (Company's regulation required) there are 36 females and 38 males in the data set. The mean level of agreement for female is a bit higher at 3,83, compared with 3,58 for male. The p value for Levene's Test (Sig.) is ,098 with the F value of 2,804 (F), which is larger than α level (p> ,05), and equal variances were assumed. With the "Equal variances assumed" test, the t value is ,999 (t). The p value associated with the test (Sig (2-tailed)) is ,321, which is larger than α level (p> ,05), and the null hypothesis (H_0) is failed to be rejected. Therefore, no significant difference was found between females (Mean = 3,83) and males (Mean = 3,58) in terms of their degrees of agreement that company's regulation may motivate MNCs to provide T&D to HCNs in China.

For variable **F2** (Required by related law) there are 36 females and 38 males in the data set. The mean level of agreement for female is a bit higher at 4,03, compared with 3,61 for male. The p value for Levene's Test (Sig.) is ,021 with the F value of 5,574 (F), which is smaller than α level (p< ,05), and equal variances were not assumed. With the "Equal variances not assumed" test, the t value is 1,538 (t). The p value associated with the test (Sig (2-tailed)) is ,129, which is larger than α level (p> ,05), and the null hypothesis (H_0)

is failed to be rejected. Therefore, no significant difference was found between females (Mean = 4,03) and males (Mean = 3,61) in terms of their degrees of agreement that related law may motivate MNCs to provide T&D to HCNs in China.

For variable **F3** (Consideration of security, to prevent workplace accidents) there are 36 females and 37 males in the data set. The mean level of agreement for male is a bit higher at 4,08, compared with 4,06 for female. The *p* value for Levene's Test (Sig.) is ,034 with the F value of 4,665 (F), which is smaller than α level (p< ,05), and equal variances were not assumed. With the "Equal variances not assumed" test, the t value is -,127 (t). The *p* value associated with the test (Sig (2-tailed)) is ,899, which is larger than α level (p> ,05), and the null hypothesis (H_0) is failed to be rejected. Therefore, no significant difference was found between females (Mean = 4,06) and males (Mean = 4,08) in terms of their degrees of agreement that security consideration may motivate MNCs to provide T&D to HCNs in China.

For variable **F4** (To inspire employees' working motivation and learning enthusiasm) there are 36 females and 38 males in the data set. The mean level of agreement for female is a bit higher at 4,17, compared with 4,05 for male. The *p* value for Levene's Test (Sig.) is ,067 with the F value of 3,451 (F), which is larger than α level (p> ,05), and equal variances were assumed. With the "Equal variances assumed" test, the t value is ,635 (t). The *p* value associated with the test (Sig (2-tailed)) is ,527, which is larger than α level (p> ,05), and the null hypothesis (H_0) is failed to be rejected. Therefore, no significant difference was found between females (Mean = 4,17) and males (Mean = 4,05) in terms of their degrees of agreement that the factor of inspiring employees' working motivation and learning enthusiasm may motivate MNCs to provide T&D to HCNs in China.

For variable **F5** (To maintain or improve employees' job satisfaction, loyalty and commitment to the company) there are 36 females and 38 males in the data set. The mean level of agreement for female is a bit higher at 4,19, compared with 4,03 for male. The *p* value for Levene's Test (Sig.) is ,333 with the F value of ,950 (F), which is larger than αlevel (p> ,05), and equal variances were assumed. With the "Equal variances assumed"

test, the t value is ,862 (t). The *p* value associated with the test (Sig (2-tailed)) is ,391, which is larger than α level (*p*> ,05), and the null hypothesis (H_0) is failed to be rejected. Therefore, no significant difference was found between females (Mean = 4,19) and males (Mean = 4,03) in terms of their degrees of agreement that the factor of improving and maintaining employees' job satisfaction, loyalty and commitment to the company may motivate MNCs to provide T&D to HCNs in China.

For variable **F6** (To improve employees' working performance by providing them new knowledge and skills) there are 36 females and 38 males in the data set. The mean level of agreement for female is a bit higher at 4,39, compared with 4,24 for male. The *p* value for Levene's Test (Sig.) is ,076 with the F value of 3,242 (F), which is larger than α level (*p*> ,05), and equal variances were assumed. With the "Equal variances assumed" test, the t value is ,883 (t). The *p* value associated with the test (Sig (2-tailed)) is ,380, which is larger than α level (*p*> ,05), and the null hypothesis (H_0) is failed to be rejected. Therefore, no significant difference was found between females (Mean = 4,39) and males (Mean = 4,24) in terms of their degrees of agreement that the factor of improving employees' working performance by providing them new knowledge and skillsmay motivate MNCs to provide T&D to HCNs in China.

For variable **F7** (To meet the needs of some special job skills) there are 36 females and 38 males in the data set. The mean level of agreement for male is a bit higher at 4,21, compared with 4,17 for female. The *p* value for Levene's Test (Sig.) is ,028 with the F value of 5,038 (F), which is smaller than α level (*p*< ,05), and equal variances were not assumed. With the "Equal variances not assumed" test, the t value is -,258 (t). The *p* value associated with the test (Sig (2-tailed)) is ,797, which is larger than α level (*p*> ,05), and the null hypothesis (H_0) is failed to be rejected. Therefore, no significant difference was found between females (Mean = 4,17) and males (Mean = 4,21) in terms of their degrees of agreement that the factor of meeting the needs of some special job skills may motivate MNCs to provide T&D to HCNs in China.

For variable **F8** (T&D is considered as one of the prerequisites for advancing employees) there are 36 females and 38 males in the data set. The mean level of agreement for female is a bit higher at 4,19, compared with 3,79 for male. The mean level of agreement for male is a bit higher at 4,21, compared with 4,17 for female. The *p* value for Levene's Test (Sig.) is ,005 with the F value of 8,230 (F), which is equal to α level (*p* = ,05), and equal variances were not assumed. With the "Equal variances not assumed" test, the t value is 1,998 (t). The *p* value associated with the test (Sig (2-tailed)) is ,050, which is equal to α level (*p* = ,05), and the null hypothesis (H_0) is rejected. Therefore, significant difference was found between females (Mean = 4,19) and males (Mean = 3,79) in terms of their degrees of agreement that the factor of promotion consideration may motivate MNCs to provide T&D to HCNs in China.

For variable **F9** (Cost of T&D) there are 36 females and 38 males in the data set. The mean level of agreement for male is a bit higher at 3,50, compared with 3,47 for female. The *p* value for Levene's Test (Sig.) is ,180 with the F value of 1,835 (F), which is larger than α level (*p*> ,05), and equal variances were assumed. With the "Equal variances assumed" test, the t value is -,113 (t). The *p* value associated with the test (Sig (2-tailed)) is ,910, which is larger than α level (*p*> ,05), and the null hypothesis (H_0) is failed to be rejected. Therefore, no significant difference was found between females (Mean = 3,47) and males (Mean = 3,50) in terms of their degrees of agreement that cost of T&D may hinder MNCs from providing T&D to HCNs in China.

For variable **F10** (Lack enough time and resource) there are 35 females and 38 males in the data set. The mean level of agreement for female is a bit higher at 3,71, compared with 3,50 for male. The *p* value for Levene's Test (Sig.) is ,013 with the F value of 6,482 (F), which is smaller than α level (*p*< ,05), and equal variances were not assumed. With the "Equal variances not assumed" test, the t value is ,847 (t). The *p* value associated with the test (Sig (2-tailed)) is ,400, which is larger than α level (*p*> ,05), and the null hypothesis (H_0) is failed to be rejected. Therefore, no significant difference was found between females (Mean = 3,71) and males (Mean = 3,50) in terms of their degrees of agreement that lacking enough time and resource may hinder MNCs from providing T&D to HCNs in China.

For variable **F11** (Consider that employees experience and language skills for international communication are limited) there are 35 females and 38 males in the data set. The mean level of agreement for male is a bit higher at 2,79, compared with 2,77 for female. The *p* value for Levene's Test (Sig.) is ,741 with the F value of ,110 (F), which is larger than α level (*p*> ,05), and equal variances were assumed. With the "Equal variances assumed" test, the t value is -,065 (t). The *p* value associated with the test (Sig (2-tailed)) is ,949, which is larger than α level (*p*> ,05), and the null hypothesis (H_0) is failed to be rejected. Therefore, no significant difference was found between females (Mean = 2,77) and males (Mean = 2,79) in terms of their degrees of agreement that the factor of employees' experience and language skills for international communication may hinder MNCs from providing T&D to HCNs in China.

For variable **F12** (Fear of staff turnover) there are 35 females and 38 males in the data set. The mean level of agreement for male is a bit higher at 2,79, compared with 2,57 for female. The *p* value for Levene's Test (Sig.) is ,211 with the F value of 1,591 (F), which is larger than α level (*p*> ,05), and equal variances were assumed. With the "Equal variances assumed" test, the t value is -,789 (t). The *p* value associated with the test (Sig (2-tailed)) is ,433, which is larger than α level (*p*> ,05), and the null hypothesis (H_0) is failed to be rejected. Therefore, no significant difference was found between females (Mean = 2,57) and males (Mean = 2,79) in terms of their degrees of agreement that staff turnover may hinder MNCs from providing T&D to HCNs in China.

For variable **F13** (Fear that newly trained employees demand a promotion or pay rise), there are 35 females and 38 males in the data set. The mean level of agreement for male is a bit higher at 2,79, compared with 2,46 for female. The *p* value for Levene's Test (Sig.) is ,006 with the F value of 8,014 (F), which is smaller than α level (*p*< ,05), and equal variances were not assumed. With the "Equal variances not assumed" test, the t value is –1,183 (t). The *p* value associated with the test (Sig (2-tailed)) is ,241, which is larger than α level (*p*> ,05), and the null hypothesis (H_0) is failed to be rejected. Therefore, no significant difference was found between females (Mean = 2,46) and males (Mean = 2,79) in terms of their degrees of agreement that the factor of employees' requirement for a promotion or pay rise may hinder MNCs from providing T&D to HCNs in China.

Table 3.21
Independent Samples Test (Female versus Male)

Independent Samples Test

	EVA = Equal Variances assumed EVNA = Equal variances not assumed	Levene's Test for Equality of Variances		t-test for Equality of Means						
									95% Confidence Interval of the Difference	
		F	Sig.	T	Df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	Lower	Upper
F1	EVA	2,804	,098	,999	72	,321	,254	,255	-,253	,762
F2	EVA	5,574	,021	1,526	72	,131	,423	,277	-,129	,974
	EVNA			1,538	68,179	,129	,423	,275	-,126	,971
F3	EVA	4,665	,034	-,127	71	,900	-,026	,202	-,427	,376
	EVNA			-,127	59,639	,899	-,026	,200	-,426	,375
F4	EVA	3,451	,067	,635	72	,527	,114	,180	-,244	,472
F5	EVA	,950	,333	,862	72	,391	,168	,195	-,221	,557
F6	EVA	3,242	,076	,883	72	,380	,152	,172	-,191	,495
F7	EVA	5,038	,028	-,255	72	,799	-,044	,172	-,386	,299
	EVNA			-,258	63,430	,797	-,044	,170	-,383	,296
F8	EVA	8,230	,005	1,975	72	,052	,405	,205	-,004	,814
	EVNA			1,998	63,405	,050	,405	,203	,000	,810
F9	EVA	1,835	,180	-,113	72	,910	-,028	,246	-,518	,462
F10	EVA	6,482	,013	,838	71	,405	,214	,256	-,296	,724
	EVNA			,847	68,471	,400	,214	,253	-,290	,719
F11	EVA	,110	,741	-,065	71	,949	-,018	,279	-,574	,538
F12	EVA	1,591	,211	-,789	71	,433	-,218	,276	-,769	,333
F13	EVA	8,014	,006	-1,166	71	,247	-,332	,285	-,900	,236
	EVNA			-1,183	66,448	,241	-,332	,281	-,893	,228
F14	EVA	,000	,999	,962	71	,339	,268	,279	-,288	,825

For variable **F14** (Corporate culture reflects an ignorance of Training and Development for Chinese employees) there are 35 females and 38 males in the data set. The mean level of agreement for female is a bit higher at 3,40, compared with 3,13 for male. The *p* value for Levene's Test (Sig.) is ,999 with the F value of ,000 (F), which is larger than α level (*p*> ,05), and equal variances were assumed. With the "Equal variances assumed" test, the t value is ,962 (t). The *p* value associated with the test (Sig (2-tailed)) is ,339, which is larger than α level (*p*> ,05), and the null hypothesis (H_0) is failed to be rejected. Therefore, no significant difference was found between females (Mean = 3,40) and males (Mean = 3,13) in terms of their degrees of agreement that corporate culture reflecting an

ignorance of T&D for Chinese employees may hinder MNCs from providing T&D to HCNs in China.

In summary, results from this independent samples *t*-test indicated that there is no significant difference between females and males in perceiving the relationships between variables of **F1, F2, F3, F4, F5, F6, F7, F9, F10, F11, F12, F13, F14** and MNCs' T&D provision to HCNs in China. And there is a significant difference between females and males in perceiving the relationships between the **F8** and MNCs' T&D provision to HCNs in China, which means the degree of agreement in which **F8** (T&D is considered as one of the prerequisites for advancing employees) motivated MNCs to provide T&D to HCNs in China is significantly different between female and male.

3.4 Pearson's correlation coefficients (*r*)

3.4.1 Correlations of F1 to F8 for Research Question 1 (RQ1)

Pearson's correlation was used to assess the relationships between the first eight factors of company's regulation (**F1**), related law (**F2**), security consideration (**F3**), inspiring employees' working motivation and learning enthusiasm (**F4**), employees' job satisfaction, loyalty and commitment (**F5**), employees' working performance (**F6**), needs of special job skills (**F7**), consideration of promotion for employees (**F8**) for the first research question. The Pearson correlation results were presented in Table 3.22. The Pearson Correlation (*r*) in the Table 3.22 represented the strength of the relationship between the variables and the significance level (*p* value) was labeled as Sig. (2-tailed) in the table. Recall that a *p* value of less than 0,05 was considered statistically significant. Correlation results indicated a significant inter-correlation between the eight factors and detailed analysis of the statistical results is followed.

Table 3.22
Correlations of **F1** to **F8**

Correlations (F1 to F8)

		F1	F2	F3	F4	F5	F6	F7	F8
F1	Pearson Correlation	1	,488**	,479**	;169	,110	,031	,275*	,149
	Sig. (2-tailed)		,000	,000	,150	,349	,792	,018	,205
	N	74	74	73	74	74	74	74	74
F2	Pearson Correlation	,488**	1	,446**	-,067	-,007	,036	,196	,074
	Sig. (2-tailed)	,000		,000	,573	,955	,759	,093	,533
	N	74	74	73	74	74	74	74	74
F3	Pearson Correlation	,479**	,446**	1	,413**	,378**	,337**	,357**	,092
	Sig. (2-tailed)	,000	,000		,000	,001	,004	,002	,441
	N	73	73	73	73	73	73	73	73
F4	Pearson Correlation	,169	-,067	,413**	1	,535**	,664**	,400**	,339**
	Sig. (2-tailed)	,150	,573	,000		,000	,000	,000	,003
	N	74	74	73	74	74	74	74	74
F5	Pearson Correlation	,110	-,007	,378**	,535**	1	,344**	,412**	,494**
	Sig. (2-tailed)	,349	,955	,001	,000		,003	,000	,000
	N	74	74	73	74	74	74	74	74
F6	Pearson Correlation	,031	,036	,337**	,664**	,344**	1	,496**	,398**
	Sig. (2-tailed)	,792	,759	,004	,000	,003		,000	,000
	N	74	74	73	74	74	74	74	74
F7	Pearson Correlation	,275*	,196	,357**	,400**	,412**	,496**	1	,419**
	Sig. (2-tailed)	,018	,093	,002	,000	,000	,000		,000
	N	74	74	73	74	74	74	74	74
F8	Pearson Correlation	,149	,074	,092	,339**	,494**	,398**	,419**	1
	Sig. (2-tailed)	,205	,533	,441	,003	,000	,000	,000	
	N	74	74	73	74	74	74	74	74

**. Correlation is significant at the 0.01 level (2-tailed)

*. Correlation is significant at the 0.05 level (2-tailed)

The correlation results between the variable **F1** (Company's regulation required) and other seven variables of factors indicated that the factor of company's regulation towards the factor of related law (**F2**) (r = ,488, p = ,000), the factor of company's regulation towards the factor of security consideration (**F3**) (r = ,479, p = ,000), and the factor of company's regulation towards the factor of needs of special job skills (**F7**) (r = ,275, p =

,018) showed positive significant relationships. Overall, the factor of company's regulation significantly correlated with factors of related law, security consideration and needs of special job skills. This indicated that increases in the factor of company's regulation with increases in factors of related law, security and needs of special job skills. And factors of related law, security and needs of special job skills could also be predicted from knowing the factor of company's regulation.

The correlation results between the variable **F2** (related law) and other seven variables of factors indicated that the factor of related law towards factors of company's regulation required (**F1**) (r = ,488, p = ,000) and the factor of related law towards the factor of security consideration (**F3**) (r = ,446, p = ,000) showed positive significant relationships. Overall, the factor of related law significantly correlated with factors of company's regulation and security consideration. This indicated that increases in the factor of related law with increases in factors of company's regulation and security consideration. And factors of company's regulation and security consideration can be also predicted from knowing the factor of related law.

The correlation results between the variable **F3** (Consideration of security, to prevent workplace accidents) and other seven variables of factors indicated that the factor of security consideration towards the factor of company's regulation required (**F1**) (r = ,479, p = ,000), the factors of security consideration towards the factor of related law (**F2**) (r = ,446, p = ,000), the factor of security consideration towards the factor of employees' working motivation and learning enthusiasm (**F4**) (r = ,413, p = ,000), the factor of security consideration towards the factor of employees' job satisfaction, loyalty and commitment (**F5**) (r = ,378, p = ,001), the factor of security consideration towards the factor of employees' working performance (**F6**) (r = ,337, p = ,004) and the factor of security consideration towards the factor of needs of special job skills (**F7**) (r = ,357, p = ,002) showed positive significant relationships. Overall, the factor of security consideration significantly correlated with factors of company's regulation, related law, employees' working motivation, learning enthusiasm, job satisfaction, loyalty, commitment and working performance, as well as the factor of needs of special job skills. This indicated that increases in the factor of security consideration with increases in

factors of company's regulation, related law, employees' working motivation, learning enthusiasm, job satisfaction, loyalty, commitment and working performance, as well as the factor of needs of special job skills. And factors of company's regulation, related law, employees' working motivation and learning enthusiasm, job satisfaction, loyalty and commitment and working performance, as well as factors of needs of special job skills can also be predicted from knowing the factor of security consideration.

The correlation results between the variable **F4** (To inspire employees' working motivation and learning enthusiasm) and other seven variables of factors indicated that the factor of inspiring employees' working motivation and learning enthusiasm towards the factor of security consideration (**F3**) (r = ,413, p = ,000), the factor of inspiring employees' working motivation and learning enthusiasm towards the factor of employees' job satisfaction, loyalty and commitment (**F5**) (r = ,535, p = ,000), the factor of inspiring employees' working motivation and learning enthusiasm towards the factor of employees' working performance (**F6**) (r = ,664, p = ,000), the factor of employees' working motivation and learning enthusiasm towards the factor of needs of special job skills (**F7**) (r = ,400, p = ,000) and the factor of inspiring employees' working motivation and learning enthusiasm towards the factor of promotion consideration (**F8**) (r = ,339, p = ,003) showed positive significant relationships. Overall, the factor of inspiring employees' working motivation and learning enthusiasm significantly correlated with factors of security consideration, employees' job satisfaction, loyalty and commitment and working performance, as well as factors of needs of special job skills and promotion consideration. This indicated that increases in the factor of inspiring employees' working motivation and learning enthusiasm with increases in factors of security consideration, employees' job satisfaction, loyalty and commitment and working performance, as well as factors of needs of special job skills and promotion consideration. And factors of security consideration, employees' job satisfaction, loyalty and commitment and working performance, as well as factors of needs of special job skills and promotion consideration can also be predicted from knowing the factor of inspiring employees' working motivation and learning enthusiasm.

The correlation results between the variable **F5** (To maintain or improve employees' job satisfaction, loyalty and commitment to the company) and other seven variables of factors indicated that the factor of employees' job satisfaction, loyalty and commitment towards the factor of security consideration (**F3**) (r = ,378, p = ,001), the factor of employees' job satisfaction, loyalty and commitment towards the factor of inspiring employees' working motivation and learning enthusiasm (**F4**) (r = ,535, p = ,000), the factor of employees' job satisfaction, loyalty and commitment towards the factor of employees' working performance (**F6**) (r = ,344, p = ,003), the factor of employees' job satisfaction, loyalty and commitment towards the factor of needs of special job skills (**F7**) (r = ,412, p = ,000) and the factor of employees' job satisfaction, loyalty and commitment towards the factor of promotion consideration (**F8**) (r = ,494, p = ,000) showed positive significant relationships. Overall, the factor of employees' job satisfaction, loyalty and commitment significantly correlated with factors of security consideration, employees' working motivation and learning enthusiasm and working performance, as well as factors of needs of special job skills and promotion consideration. This indicated that increases in the factor of employees' job satisfaction, loyalty and commitment with increases in factors of security consideration, employees' working motivation and learning enthusiasm and working performance, as well as factors of needs of special job skills and promotion consideration. And factors of security consideration, employees' working motivation and learning enthusiasm and working performance, as well as factors of needs of special job skills and promotion consideration can also be predicted from knowing the factor of employees' job satisfaction, loyalty and commitment.

The correlation results between the variable **F6** (To improve employees' working performance by providing them new knowledge and skills) and other seven variables of factors indicated that the factor of employees' working performance towards the factor of security consideration (**F3**) (r = ,337, p = ,004), the factor of employees' working performance towards the factor of inspiring employees' working motivation and learning enthusiasm (**F4**) (r = ,664, p = ,000), the factor of employees' working performance towards the factor of employees' job satisfaction, loyalty and commitment (**F5**) (r = ,344, p = ,003), the factor of employees' working performance towards the factor of needs of special job skills (**F7**) (r = ,496, p = ,000) and the factor of employees' working performance towards the factor of promotion consideration (**F8**) (r = ,398, p = ,000)

showed positive significant relationships. Overall, the factor of employees' working performance significantly correlated with factors of security consideration, employees' working motivation and learning enthusiasm, job satisfaction, loyalty and commitment, as well as factors of needs of special job skills and promotion consideration. This indicated that increases in the factor of employees' working performance with increases in factors of security consideration, employees' working motivation and learning enthusiasm, job satisfaction, loyalty and commitment, as well as factors of needs of special job skills and promotion consideration. And factors of security consideration, employees' working motivation and learning enthusiasm, job satisfaction, loyalty and commitment, as well as factors of needs of special job skills and promotion consideration can also be predicted from knowing the factor of employees' working performance.

The correlation results between the variable **F7** (To meet the needs of some special job skills) and other seven variables of factors indicated that the factor of needs of special job skills towards the factor of company's regulation (**F1**) (r = ,275, p = ,018), the factor of needs of special job skills towards the factor of security consideration (**F3**) (r = ,337, p = ,002), the factor of needs of special job skills towards the factor of inspiring employees' working motivation and learning enthusiasm (**F4**) (r = ,400, p = ,000), the factor of needs of special job skills towards the factor of employees' job satisfaction, loyalty and commitment (**F5**) (r = ,344, p = ,003), the factor of needs of special job skills towards the factor of employees' working performance (**F6**) (r = ,496, p = ,000) and the factor of needs of special job skills towards the factor of promotion consideration (**F8**) (r = ,419, p = ,000) showed positive significant relationships. Overall, the factor of needs of special job skills significantly correlated with factors of company's regulation, security consideration, employees' working motivation and learning enthusiasm, job satisfaction, loyalty and commitment and working performance, as well as the factor of promotion consideration. This indicated that increases in the factor of needs of special job skills with increases in factors of company's regulation, security consideration, employees' working motivation and learning enthusiasm, job satisfaction, loyalty and commitment and working performance, as well as the factor of promotion consideration. And factors of company's regulation, security consideration, employees' working motivation and learning enthusiasm, job satisfaction, loyalty and commitment and working performance,

as well as the factor of promotion consideration can also be predicted from knowing the factor of needs of special job skills.

The correlation results between the variable **F8** (T&D is considered as one of the prerequisites for advancing employees) and other seven variables of factors indicated that the factor of promotion consideration towards the factor of inspiring employees' working motivation and learning enthusiasm (**F4**) (r = ,339 p = ,003), the factor of promotion consideration towards the factor of employees' job satisfaction, loyalty and commitment (**F5**) (r = ,494, p = ,000), the factor of promotion consideration towards the factor of employees' working performance (**F6**) (r = ,398, p = ,000) and the factor of promotion consideration towards the factor of needs of special job skills (**F7**) (r = ,419, p = ,000) showed positive significant relationships. Overall, the factor of promotion consideration significantly correlated with factors of employees' working motivation and learning enthusiasm, job satisfaction, loyalty and commitment and working performance, as well as the factor of needs of special job skills. This indicated that increases in the factor of promotion consideration with increases in factors of employees' working motivation and learning enthusiasm, job satisfaction, loyalty and commitment and working performance, as well as the factor of needs of special job skills. And factors of employees' working motivation and learning enthusiasm, job satisfaction, loyalty and commitment and working performance, as well as the factor of needs of special job skills can also be predicted from knowing the factor of promotion consideration.

3.4.2 Correlations of F9 to F14 for Research Question 2 (RQ2)

Pearson's correlation was used to assess the relationships between the last six factors of T&D cost (**F9**), time and resource (**F10**), employees' experience and language skills for international communication (**F11**), staff turnover (**F12**), employees' requirement for promotion or pay rise (**F13**), and corporate culture reflecting an ignorance of T&D for Chinese employees (**F14**) for the second research question. The Pearson correlation results were presented in Table 3.23. The Pearson Correlation (r) in the Table 3.23 represented the strength of the relationship between the variables and the significance

level (p value) was labeled as Sig. (2-tailed) in the table. Recall that a p value of less than 0,05 was considered statistically significant. Correlation results indicated a significant inter-correlation between the six factors and detailed analysis of the statistical results is followed.

Table 3.23
Correlations of **F9** to **F14**

Correlations (F9 to F14)

		F9	F10	F11	F12	F13	F14
F9	Pearson Correlation	1	,349**	,286*	,380**	,431**	,264*
	Sig. (2-tailed)		,002	,014	,001	,000	,024
	N	74	73	73	73	73	73
F10	Pearson Correlation	,349**	1	,234*	,215	,170	,220
	Sig. (2-tailed)	,002		,047	,068	,150	,061
	N	73	73	73	73	73	73
F11	Pearson Correlation	,286*	,234*	1	,539**	,493**	,179
	Sig. (2-tailed)	,014	,047		,000	,000	,129
	N	73	73	73	73	73	73
F12	Pearson Correlation	,380**	,215	,539**	1	,827**	,505**
	Sig. (2-tailed)	,001	,068	,000		,000	,000
	N	73	73	73	73	73	73
F13	Pearson Correlation	,431**	,170	,493**	,827**	1	,507**
	Sig. (2-tailed)	,000	,150	,000	,000		,000
	N	73	73	73	73	73	73
F14	Pearson Correlation	,264*	,220	,179	,505**	,507**	1
	Sig. (2-tailed)	,024	,061	,129	,000	,000	
	N	73	73	73	73	73	73

**. Correlation is significant at the 0.01 level (2-tailed)

*.Correlation is significant at the 0.05 level (2-tailed)

The correlation results between the variable **F9** (Cost of T&D) and other five variables of factors indicated that the factor of T&D cost towards the factor of time and resource

(F10) (r = ,349 p = ,002), f the factor of T&D cost towards the factor of employees' experience and language skills for international communication **(F11)** (r = ,286, p = ,014), the factor of T&D cost towards the factor of staff turnover **(F12)** (r = ,380, p = ,001), the factor of T&D cost towards the factor of employees' requirement for a promotion or pay rise **(F13)** (r = ,431, p = ,000) and the factor of T&D cost towards the factor of corporate culture reflecting an ignorance of T&D for Chinese employees **(F14)** (r = ,264, p = ,024) showed positive significant relationships. Overall, the factor of T&D cost significantly correlated with factors of time and resource, employees' experience and language skills for international communication, staff turnover, employees' requirement for a promotion or pay rise and the factor of corporate culture reflecting an ignorance of T&D for Chinese employees. This indicated that increases in the factor of T&D cost with increases in factors of time and resource, employees' experience and language skills for international communication, staff turnover, employees' requirement for a promotion or pay rise and the factor of corporate culture reflecting an ignorance of T&D for Chinese employees. And factors of time and resource, employees' experience and language skills for international communication, staff turnover, employees' requirement for promotion or pay rise and the factor of corporate culture reflecting an ignorance of T&D for Chinese employees can also be predicted from knowing the factor of T&D cost.

The correlation results between the variable **F10** (Lack enough time and resource) and other five variables of factors indicated that the factor of time and resource towards the factor of T&D cost **(F9)** (r = ,349 p = ,002) and the factor of time and resource towards the factor of employees' experience and language skills for international communication **(F11)** (r = ,234, p = ,047), showed positive significant relationships. Overall, the factor of time and resource significantly correlated with factors of T&D cost, employees' experience and language skills for international communication. This indicated that increases in the factor of ime and resource with increases in factors of T&D cost, employees' experience and language skills for international communication. And factors of T&D cost, employees' experience and language skills for international communication can also be predicted from knowing the factor of time and resource.

The correlation results between the variable **F11** (Consider that employees experience and language skills for international communication are limited) and other five variables of factors indicated that the factor of employees' experience and language skills for international communication towards the factor of T&D cost (**F9**) (r = ,286 p = ,014) and the factor of employees' experience and language skills for international communication towards the factor of time and resource (**F10**) (r = ,234 p = ,047), the factor of employees' experience and language skills for international communication towards the factor of staff turnover (**F12**) (r = ,539, p = ,000), and the factor of employees' experience and language skills for international communication towards the factor of employees' requirement for a promotion or pay rise (**F13**) (r = ,493, p = ,000) showed positive significant relationships. Overall, the factor of employees' experience and language skills for international communication significantly correlated with factors of T&D cost, time and resource, staff turnover and employees' requirement for a promotion or pay rise. This indicated that increases in the factor of employees' experience and language skills for international communication with increases in factors of T&D cost, time and resource, staff turnover and employees' requirement for a promotion or pay rise. And factors of T&D cost, time and resource, staff turnover and employees' requirement for a promotion or pay rise can also be predicted from knowing the factor of employees' experience and language skills for international communication.

The correlation results between the variable **F12** (Fear of staff turnover) and other five variables of factors indicated that the factor of staff turnover towards the factor of T&D cost (**F9**) (r = ,380 p = ,001) and the factor of staff turnover towards the factor of employees' experience and language skills for international communication (**F11**) (r = ,539 p = ,000), the factor of staff turnover towards the factor of employees' requirement for a promotion or pay rise (**F13**) (r = ,827, p = ,000) and the factor of staff turnover towards the factor of corporate culture reflecting an ignorance of T&D for Chinese employees (**F14**) (r = ,505, p = ,000) showed positive significant relationships. Overall, the factor of staff turnover significantly correlated with factors of T&D cost, employees' experience and language skills for international communication and employees' requirement for a promotion or pay rise, as well as the factor of corporate culture reflecting an ignorance of T&D for Chinese employees. This indicated that increases in the factor of staff turnover with increases in factors of T&D cost, employees' experience

and language skills for international communication and employees' requirement for a promotion or pay rise, as well as the factor of corporate culture reflecting an ignorance of T&D for Chinese employees. And factors of T&D cost, employees' experience and language skills for international communication and employees' requirement for a promotion or pay rise, as well as the factor of corporate culture reflecting an ignorance of T&D for Chinese employees can also be predicted from knowing the factor of staff turnover.

The correlation results between the variable **F13** (Fear that newly trained employees demand a promotion or pay rise) and other five variables of factors indicated that the factor of employees' requirement for a promotion or pay rise towards the factor of T&D cost (**F9**) (r = ,431 p = ,000) and the factor of employees' requirement for a promotion or pay rise towards the factor of employees' experience and language skills for international communication (**F11**) (r = ,493 p = ,000), the factor of employees' requirement for a promotion or pay rise towards the factor of staff turnover (**F12**) (r = ,827, p = ,000) and the factor of employees' requirement for a promotion or pay rise towards the factor of corporate culture reflecting an ignorance of T&D for Chinese employees (**F14**) (r = ,507, p = ,000) showed positive significant relationships. Overall, the factor of employees' requirement for a promotion or pay rise significantly correlated with factors of T&D cost, employees' experience and language skills for international communication, staff turnover and the factor of corporate culture reflecting an ignorance of T&D for Chinese employees. This indicated that increases in the factor of employees' requirement for a promotion or pay rise with increases in factors of T&D cost, employees' experience and language skills for international communication, staff turnover and the factor of corporate culture reflecting an ignorance of T&D for Chinese employees. And factors of T&D cost, employees' experience and language skills for international communication, staff turnover and the factor of corporate culture reflecting an ignorance of T&D for Chinese employees can also be predicted from knowing the factor of employees' requirement for a promotion or pay rise.

The correlation results between the variable **F14** (Corporate culture reflects an ignorance of Training and Development for Chinese employees) and other five variables of factors

indicated that the factor of corporate culture reflecting an ignorance of T&D for Chinese employees towards the factor of T&D cost (**F9**) (r = ,264 p = ,024), the factor of corporate culture reflecting an ignorance of T&D for Chinese employees towards the factor of staff turnover (**F12**) (r = ,505, p = ,000), and the factor of corporate culture reflecting an ignorance of T&D for Chinese employees towards the factor of employees' requirement for a promotion or pay rise (**F13**) (r = ,507, p = ,000) showed positive significant relationships. Overall, the factor of corporate culture reflecting an ignorance of T&D for Chinese employees significantly correlated with factors of T&D cost staff turnover and employees' requirement for a promotion or pay rise. This indicated that increases in the factor of corporate culture reflecting an ignorance of T&D for Chinese employees with increases in factors of T&D cost, staff turnover and employees' requirement for a promotion or pay rise. And factors of T&D cost, staff turnover and employees' requirement for a promotion or pay rise can also be predicted from knowing the factor of corporate culture reflecting an ignorance of T&D for Chinese employees.

3.4.3 Correlations of MNCs' subsidiaries established years in China and the 14 factors

Pearson's correlation was used to assess the relationships between the variable of MNCs' subsidiaries established years in China and the 14 factors of company's regulation (**F1**), related law (**F2**), security consideration (**F3**), inspiring employees' working motivation and learning enthusiasm (**F4**), employees' job satisfaction, loyalty and commitment (**F5**), employees' working performance (**F6**), needs of special job skills (**F7**), consideration of promotion for employees (**F8**), T&D cost (**F9**), time and resource (**F10**), employees' experience and language skills for international communication (**F11**), staff turnover (**F12**), employees' requirement for a promotion or pay rise (**F13**), and corporate culture reflecting an ignorance of T&D for Chinese employees (**F14**) for the two research questions. The Pearson correlation results were presented in Table 3.24. The Pearson Correlation (r) in the Table 3.24 represented the strength of the relationship between the variables and the significance level (p value) was labeled as Sig. (2-tailed) in the table. Recall that a p value of less than 0,05 was considered statistically significant. Correlation results indicated a negative significant inter-correlation between the variable of MNCs' subsidiaries established years in China and some of the 14 factors, and detailed analysis of the statistical results is followed.

Table 3.24
Correlations of MNCs' subsidiaries established year(s) in China with the 14 factors

Correlations (MNCs' subsidiaries established year(s) in China and the 14 factors)

		years of MNCs' subsidiaries established in China
years of MNCs' subsidiaries established in China	Pearson Correlation	1
	Sig. (2-tailed)	
	N	73
F1	Pearson Correlation	-,104
	Sig. (2-tailed)	,383
	N	73
F2	Pearson Correlation	-,054
	Sig. (2-tailed)	,653
	N	73
F3	Pearson Correlation	-,038
	Sig. (2-tailed)	,750
	N	72
F4	Pearson Correlation	-,257*
	Sig. (2-tailed)	,028
	N	73
F5	Pearson Correlation	-,097
	Sig. (2-tailed)	,415
	N	73
F6	Pearson Correlation	-,186
	Sig. (2-tailed)	,116
	N	73
F7	Pearson Correlation	-,245*
	Sig. (2-tailed)	,037
	N	73
F8	Pearson Correlation	-,293*
	Sig. (2-tailed)	,012
	N	73
F9	Pearson Correlation	-,208
	Sig. (2-tailed)	,077
	N	73
F10	Pearson Correlation	-,248*
	Sig. (2-tailed)	,035
	N	72
F11	Pearson Correlation	-,031
	Sig. (2-tailed)	,793
	N	72
F12	Pearson Correlation	-,189
	Sig. (2-tailed)	,113
	N	72
F13	Pearson Correlation	-,127
	Sig. (2-tailed)	,288
	N	72
F14	Pearson Correlation	-,265*
	Sig. (2-tailed)	,024
	N	72

*.Correlation is significant at the 0.05 level (2-tailed)

As data indicated, the variable of MNCs' subsidiaries established years in China towards factors of inspiring employees' working motivation and learning enthusiasm (**F4**) (r = -,257 p = ,028), the variable of MNCs' subsidiaries established years in China towards the

factor of needs of special job skills (**F7**) (r = -,245 p = ,037), the variable of MNCs' subsidiaries established years in China towards the factor of promotion consideration (**F8**) (r = -,293 p = ,012), the variable of MNCs' subsidiaries established years in China towards the factor of time and resource (**F10**) (r = -,248 p = ,035) and variable of MNCs' subsidiaries established years in China towards the factor of corporate culture reflecting an ignorance of T&D for Chinese employees (**F14**) (r = -,265 p = ,024), showed negative significant relationships. Overall, the variable of MNCs' subsidiaries established years in China significantly correlated with factors of inspiring employees' working motivation and learning enthusiasm, needs of special job skills, promotion consideration, time and resource and the factor of corporate culture reflecting an ignorance of T&D for Chinese employees. This indicated that increases in the variable of MNCs' subsidiaries established years in China with decreases in factors of inspiring employees' working motivation and learning enthusiasm, needs of special job skills, promotion consideration, time and resource and the factor of corporate culture reflecting an ignorance of T&D for Chinese employees. And factors of inspiring employees' working motivation and learning enthusiasm, needs of special job skills, promotion consideration, time and resource and the factor of corporate culture reflecting an ignorance of T&D for Chinese employees can be also predicted from knowing the variable of MNCs' subsidiaries established years in China.

3.4.4 Correlations of MNCs' total employees numbers and the 14 factors

Pearson's correlation was used to assess the relationships between the variable of MNCs' employees' total numbers and the 14 factors of company's regulation (**F1**), related law (**F2**), security consideration (**F3**), inspiring employees' working motivation and learning enthusiasm (**F4**), employees' job satisfaction, loyalty and commitment (**F5**), employees' working performance (**F6**), needs of special job skills (**F7**), consideration of promotion for employees (**F8**), T&D cost (**F9**), time and resource (**F10**), employees' experience and language skills for international communication (**F11**), staff turnover (**F12**), employees' requirement for promotion or pay rise (**F13**), and corporate culture reflecting an ignorance of T&D for Chinese employees (**F14**) for the two research questions. The Pearson correlation results were presented in Table 3.25. The Pearson Correlation (r) in the Table 3.25 represented the strength of the relationship between the variables and the

significance level (p value) was labeled as Sig. (2-tailed) in the table. Recall that a p value of less than 0,05 was considered statistically significant. Correlation results indicated no significant inter-correlation between the variable of MNCs' subsidiaries established years in China and any of the 14 factors and therefore, the null hypothesis (H_0) for the Pearson correlation coefficient stated that there is no association between the two variables ($r = 0$) were failed to be rejected.

Table 3.25
Correlations of MNCs' employees' total numbers with 14 factors

Correlations (MNCs' employees' total numbers and the 14 factors)

		number of total employees
number of total employees	Pearson Correlation	1
	Sig. (2-tailed)	
	N	74
F1	Pearson Correlation	-,044
	Sig. (2-tailed)	,708
	N	74
F2	Pearson Correlation	-,140
	Sig. (2-tailed)	,235
	N	74
F3	Pearson Correlation	-,150
	Sig. (2-tailed)	,205
	N	73
F4	Pearson Correlation	-,134
	Sig. (2-tailed)	,254
	N	74
F5	Pearson Correlation	-,120
	Sig. (2-tailed)	,307
	N	74
F6	Pearson Correlation	-,188
	Sig. (2-tailed)	,109
	N	74
F7	Pearson Correlation	-,157
	Sig. (2-tailed)	,181
	N	74
F8	Pearson Correlation	-,055
	Sig. (2-tailed)	,640
	N	74
F9	Pearson Correlation	-,066
	Sig. (2-tailed)	,579
	N	74
F10	Pearson Correlation	-,057
	Sig. (2-tailed)	,632
	N	73
F11	Pearson Correlation	-,031
	Sig. (2-tailed)	,793
	N	73
F12	Pearson Correlation	,003
	Sig. (2-tailed)	,980
	N	73
F13	Pearson Correlation	,016
	Sig. (2-tailed)	,893
	N	73
F14	Pearson Correlation	-,090
	Sig. (2-tailed)	,447
	N	73

3.5 Summary

Presented in Chapter IV are research findings of the data collected from the survey respondents (N=74), basing on the analysis of descriptive statistics (frequency analysis), independent samples *t*-test and Pearson's correlation coefficients (*r*).

The first sub-chapter deals with the results from the descriptive statistics on the demographic characteristics of the survey respondents and MNCs through the measures of central tendency. Then, data analysis of the 14 independent variables (14 factors) in addressing the two research questions for this study were discussed by combining the measures of central tendency and the measures of dispersion. Findings from descriptive statistics indicated that factors of related laws (**F2**), security consideration (**F3**), employees' working motivations and learning enthusiasm (**F4**), job satisfaction, loyalty and commitment (**F5**), working performance (**F6**), needs of special job skills (**F7**), consideration of promotions (**F8**), time and resources (**F10**) and corporate cultures (**F14**) were considered be associated with the provision of T&D. However, three factors of employees' experience and language skills for international communication (**F11**), staff turnover (**F12**) and employees' requirement for a promotion or pay rise may (**F13**) were mostly rejected by respondents to be considered as factors influencing the provision, and less opinions were collected for factors of company's regulation (**F1**) and T&D cost (**F9**).

The second part of this chapter discussed about the data analysis through three independent samples *t*-tests for the measurement of the differences in the degree of agreement to the 14 factors between leaderships and employees, North America and other regions, as well as females and males. Results from the first two tests showed that there is no significant difference between leaderships and employees, or between North America and other regions, in perceiving the relationships between the 14 factors and MNCs' T&D provision to HCNs in China. Only one significant difference were found from the last independent samples *t*-test between females and males in perceiving the relationships between the 14 factor and MNCs' T&D provision to HCNs in China, which was the factor of promotion consideration (**F8**). This indicated that the degree of agreement in

which consideration of promotion for employees may motivate MNCs to provide T&D to HCNs in China is significantly different between females and males.

The last part in this chapter presented the data analysis from the test of Pearson's correlation coefficients (r). Significant positive inter-correlations between the 14 independent variables (the 14 factors) in addressing the two research questions were respectively examined. In addition, results of Pearson's correlation coefficients (r) found that variable of MNCs' subsidiaries established years in China only has a significant negative correlation with factors of employees' working motivations and learning enthusiasm (**F4**), needs of special job skills (**F7**), consideration of promotions (**F8**), time and resources (**F10**) and corporate cultures (**F14**), and no significant correlation was found between the variable of MNCs' employees' total numbers and any of the 14 factors,

Provided in Chapter IV was a summary of the research findings and data analysis. Numerous tables were presented in this chapter to provide statistical support for the survey results. A conclusion of this research is presented in Chapter V, including the discussions of the research findings, the implications of this research as well as the recommendations for future study.

CONCLUSION

- Overview

Recall that the ultimate goal of this study is to explore the possible factors that guide MNCs' T&D decisions for their local employees in China. The body of practical and theoretical knowledge about T&D in Chinese settings and IHRM literatures was firstly reviewed. In order to develop a thorough understanding of MNCs' T&D decisions, two central research questions were addressed by asking both positive and negative factors that associated with the T&D provision issue. These two research questions were respectively asked "What factors may motivate MNCs to provide T&D to HCNs in China?" and "What factors may hinder MNCs from providing T&D to HCNs in China?" The proposed theoretical framework in this study further indicated that both selection and rejection factors can have a significant impact on firms' decisions of T&D provision to employees (Banks *et al.*, 1987).

Drawing on the literature review from past study, 14 main factors were inferred as the reasons that determine MNC's decision-makings of T&D provisions to HCNs in China. Eight selected factors were used to measure the first question, indicating that factors of 1) company's regulation, 2) related law, 3) security consideration, 4) employees' working motivation and learning enthusiasm, 5) employees' job satisfaction, loyalty and commitment and 6) working performance, 7) needs of special job skills and 8) promotion consideration may motivate MNCs to provide T&D to HCNs in China. Six rejected factors were used to measure the second question, indicating that factors of 1) T&D cost, 2) time and resource, 3) employees' experience and language skills for international communication, 4) staff turnover, 5) employees' requirement for promotion or pay rise and 6) corporate culture reflecting an ignorance of T&D for Chinese employees may hinder MNCs from providing T&D to HCNs in China.

A quantitative methodology by using an instrumentation of self-completion online survey was developed for this study. Research participants were asked to indicate their strength of agreement or disagreement on a 5-point Likert Scale regarding the proposed 8 selection and 6 rejections factors associated with MNCs' provision of T&D to local employees in China. Data gathered were analyzed through descriptive statistics (frequency analysis), independent samples *t*-test and Pearson's correlation coefficients (*r*), which were presented in the preceding chapter.

Presented in Chapter V is the final part of this research. A summary and discussion of the research findings were firstly carried out. Then, significant implications of this research and relevant recommendations for future study were indicated. At last, an overall summary concluded this research.

- Discussions of research findings

The quantitative methodology employed in this study yield several important research findings. Further discussions regarding those findings are presented as followed.

Firstly, research findings from descriptive statistics (frequency analysis) indicated that factors of related laws, security consideration, employees' working motivations and learning enthusiasm, job satisfaction, loyalty and commitment and working performance, needs of special job skills as well as the consideration of promotions may motivate MNCs to provide T&D to HCNs in China, and factors of lacking time and resources and corporate cultures may hinder MNCs from providing T&D to HCNs in China., lending supports to most arguments from prior studies (Al-Khayyat and Elgamal, 1997; Banks *et al.*, 1987; Coetzer *et al.*, 2012; Gibb, 2011; McDowall and Saunders, 2010; Olian *et al.*, 1998; Saks and Haccoun, 2009; Swanson and Holton III, 2009; Toh and Denisi, 2003).

However, data from descriptive statistics analysis also found that most respondents did not agree that MNCs do not provide T&D to HCNs in China due to employees' limited experience and language skills for international communication, the fear of staff turnover

or the factor of employees' requirement for a promotion or pay rise. These reversed some of the research findings from previous studies (Caldwell and Xiong, 2011; Cooke, 2012; Shen and Darby, 2006). Two main reasons may explain these three contentious factors. Firstly, China's opening-up policy and growing supply of university undergraduates and graduates largely boosted their local talents. Working abilities of Chinese local employees from an international level is no longer questioned as before, but more likely to be a competitive advantage. This just further proved the statement from Toh and Denisi (2003), contending that more and more HCNs in MNCs are well trained and educated in favor of the rapid economic development and social progress and the they should be accorded the same treatment as expatriates. Secondly, even the staff turnover rate was reported to be higher than before (Kundu, 2006), problems of employees' loyalty did not constitute an important reason that discouraged global firms from providing T&D to their Chinese employees. Indeed, during the past period with SOEs still dominating the whole market, systems such as "iron rice bowl" and fixed salaries guaranteed a high level of employees' loyalty. While with the large influx of foreign investment, the traditional pattern of China's labor market changed and more and more Chinese employees shifted their loyalty from SOEs to MNCs. Findings from this study just proved that problems of staff turnover and employees' treatment do not constitute a big threat to MNCs, however it may be a worry within SOEs.

In addition, results from descriptive statistics analysis failed to provide evident statistical support in stating that company's regulation may motivate MNCs to provide T&D to HCNs in China; and cost of T&D may hinder MNCs from providing T&D to HCNs in China. This may due to the limited sample size that failed to provide adequate response sources.

With the analysis of independent samples *t*-test, results indicated that there is no significant difference between leaderships and employees in perceiving the relationships between the 14 factors and MNCs' T&D provision to HCNs in China. Most previous studies have highlighted the crucial role of leaderships in T&D decisions within a company (Banks *et al.*, 1987; Coetzer *et al.*, 2012; Mühlemeyer and Clarke, 1997; Sillince, 1993; Westhead, 1998), while perspectives from employees were barely

investigated. Findings from this study, however, indicated that leaderships and employees may hold similar points of view in perceiving the factors that may guide company's T&D provisions.

Dowling and Welch (2004) used to state that national culture of the parent company may influence multinational management in dealing with subsidiary units. Hofstede' s (2013) cultural dimensions further explained this. However results from the *t*-test also found that there is no significant difference between North America and other regions, in perceiving the relationships between the 14 factors and MNCs' T&D provision to HCNs in China. Two explanations may be given. Firstly, questions regarding the proposed 14 factors with companies' T&D decisions cannot really represent a cultural diversity from a national level. Secondly, subsidiaries of MNCs in China, to some degree, were not influenced by cultures from parent company; but more integrate in China's local market.

Only one significant difference were found from the last independent samples *t*-test between females and males in perceiving the relationships between the 14 factor and MNCs' T&D provision to HCNs in China, which was the factor of promotion consideration. This indicated that the degree of agreement in which consideration of promotion for employees may motivate MNCs to provide T&D to HCNs in China is significantly different between females and males. Rare studies have been conducted before to investigate companies' T&D decisions from different genders. This finding just provided another possibility in suggesting the future research from this aspect.

With the last analysis method of Pearson's correlation coefficients (*r*), positive inter-correlations were found between most proposed factors to each research question. The purpose of the Pearson's correlation test was to explore the inter-relationships between the factors influencing T&D decisions. Understanding the relationships between the factors can help T&D decision makers, training providers or even employees to predict the possible factors that may affect T&D decisions from knowing another and so that some work of prevention can be developed. For example, with the first research question, one striking finding indicated that the factor of security consideration was found to be the

most significantly correlated one with other seven factors, including factors of company's regulation, related law, employees' working motivation, learning enthusiasm, job satisfaction, loyalty, commitment and working performance, as well as the factor of needs of special job skills. This indicated that if the factor of security consideration is highly valued to the decision of T&D provision within MNCs, factors of company's regulation, related law, employees' working motivation, learning enthusiasm, job satisfaction, loyalty, commitment and working performance, as well as the factor of needs of special job skills will be accordingly highly valued as well. And factors of company's regulation, related law, employees' working motivation and learning enthusiasm, job satisfaction, loyalty and commitment and working performance, as well as the factor of needs of special job skills can also be predicted from knowing the factor of security consideration. With the second research question, the factor of T&D cost was found to have strong positive correlations with most of other factors, including factors of time and resource, employees' experience and language skills for international communication, staff turnover, employees' requirement for a promotion or pay rise and the factor of corporate culture reflecting an ignorance of T&D for Chinese employees. This indicated that if the factor of T&D cost is considered to be an important reason hindering MNCs from providing T&D to Chinese employees, factors of time and resource, employees' experience and language skills for international communication, staff turnover, employees' requirement for a promotion or pay rise and the factor of corporate culture reflecting an ignorance of T&D for Chinese employees can be the very reasons as well. And factors of time and resource, employees' experience and language skills for international communication, staff turnover, employees' requirement for promotion or pay rise and the factor of corporate culture reflecting an ignorance of T&D for Chinese employees can also be predicted from knowing the factor of T&D cost.

In addition, the last important findings indicated that the more of MNCs' subsidiaries established years in China, the less that factors of inspiring employees' working motivations and learning enthusiasm, needs of special job skills and consideration of promotion are considered to motivate MNCs to provide T&D to local employees in China; and the more of MNCs' subsidiaries established years in China, the less that factors of time and resources and corporate cultures are considered to hinder MNCs from providing T&D to local employees in China. This indicated that T&D decision policies

may varies depending on MNCs' years of business experience in China. MNCs, with more business years in China, can be more familiar with the culture of China's market and the way how they deal with their local employees in China can be various as well. Factors such as inspiring employees' working motivations and learning enthusiasm or consideration of promotion turned to be less important reasons for MNCs with more business experience in China to provide T&D to their local employees in China. Similarly, factors of time and resources, and corporate cultures turned to be less important reasons for MNCs with more business experience in China not providing T&D to their local employees in China. More researches regarding the years of business experience in deciding the decision-makings of T&D within MNCs should be further explored.

- Implications

The implications of this research are in the domain of IHRM. Within IHRM literature, there has always been a bias towards T&D of expatriation while less emphasis has been laid in exploring the training needs for HCNs within MNCs (Banai and Reisel, 1993; Lee, 2007; McDonald, 1993; Tung, 1987; Zakaria, 2000). This study has contributed a body of knowledge in the development of IHRM regarding HCNs' access to T&D opportunities within global firms.

Findings from this research lend support to some arguments from previous literatures in measuring the factors associated with the provision of T&D within companies. Factors such as rigid regulations, security considerations, employees' motivations, job satisfaction, loyalty and commitment, working performance associated with the job skills, consideration of promotions for employees, time and resources as well as corporate cultures have been further confirmed to be associated with the provision of T&D through quantitative statistical evidence from this study. However, some findings from this study have also raised arguments against prior study. In this research, factors of Chinese employees' international working ability, staff turnover and demands for better working treatment did not turn to be major worries for MNCs to provide T&D in China, which challenged the arguments of Caldwell and Xiong (2011) and findings from Shen and Darby (2006)'s research. Any divergences from research findings revealed that

controversy of these relevant arguments still exists and additional attentions should be given for a further research for interpreting the results in this area.

In addition and just as mentioned above, prior studies in investigating companies' T&D decision makings usually gathered information only from leaderships (Banks *et al.*, 1987; Coetzer *et al.*, 2012; Mühlemeyer and Clarke, 1997; Sillince, 1993; Westhead, 1998), perspectives from employees, however, were always neglected. Since findings from this study indicated that leaderships and employees might hold similar points of view in perceiving the factors that associated with company's T&D provisions, future researches in investigating opinions from employees may be also necessary and helpful for relevant studies.

Another striking finding from this study was the significant positive correlations between proposed factors that associated with MNCs' provision of T&D to HCNs in China. This indicated that an intrinsic and necessary connection existed between several factors. These findings just provided the correlation evidence to the scientific knowledge concerning the study of T&D provision, and enable researchers to make predictions of one factor from knowing another with which has correlation. For example, the factor of security consideration was found to have positive correlations with factors of regulations and laws in this study. Therefore, if the security factors are highly valued for a company to consider the provision of T&D to employees, a more accurate prediction of factors about regulations and laws can be also made as highly related to measure the decision making of T&D provision within the company. In general, a better understanding of the inter-relationships between the factors associated with MNCs' T&D provisions can help T&D decision makers, training providers or even employees to predict the possible factors that may affect T&D decisions from knowing another and so that some work of prevention can be developed.

As more and more MNCs enter China's market, the provision of T&D to Chinese domestic talents has become of great importance to their success in China. So far, little has been know about MNCs' decision makings regarding Chinese employees' access to

T&D. This study just provided a starting point for carrying out other researches in related with relevant studies of T&D. On the one hand, findings from this study could have a practical implication for T&D decision makers and providers, or owners within MNCs in terms of the ways in which T&D opportunities are provided as well as the measurement of criteria in making T&D decisions. Explanations for MNCs' ignorance of T&D provisions to Chinese employees were given and tested in this study, which can more or less encourage leaderships with related T&D responsibilities or employers within MNCs to develop a more appropriate policy in measuring the training needs for their local employees in China, and therefore avoid the occurrence of uneven provisions of T&D within the company. Furthermore, information gathered from employees may help leaderships to develop a T&D decision from another standpoint in understanding how their employees perceive the management decisions of T&D. On the other hand, this study may also have a potential contribution for those local Chinese employees from MNCs, especially for those who have been always actively seeking to the access of T&D opportunities for the development in their future careers. Findings from this study can just provide some valuable information for them to better understand the decision making of T&D provision within the companies, and help them to be more proactive in finding the ways of improvement to be in accord with the directions and principles of the companies in their own case. The meanwhile, understanding companies' managerial decisions, to some extent, can be beneficial for deepening a mutual understanding and promoting bilateral co-operation and trust between employees and leaderships.

Last but not least, even the target market of this research is in China, findings from this study may also be applicable for MNCs in other countries, especially for those developing countries having similar contexts like China.

- Recommendation for future study

Findings from this study, on the one hand, served to answer the basic research questions; on the other hand, raised more issues as consequences for further research in seeking for complete understandings.

Discussions above have already raised three recommendations for future study. Firstly, differing from the arguments of Caldwell and Xiong (2011) and findings from Shen and Darby (2006)'s research, findings from this study indicated that factors of Chinese employees' international working ability, staff turnover and demands for a better working treatment were not considered to be main reasons that may hinder MNCs from providing T&D to HCNs in China. Various reasons could have led to the divergent results, which need further research to help interpret. Secondly, since responses from leaderships and employees were found similar in this study in perceiving the factors that associated with company's T&D provisions, future study in investigating opinions from employees may be also necessary and valuable for measuring the factors in deciding T&D provisions. Thirdly, as the last finding indicated that T&D decision policies might vary depending on MNCs' years of business experience in China. Future study regarding the years of business experience in deciding the decision-makings of T&D within MNCs should be recommended.

In addition, due to the limitation of the research sample size, regions of surveyed MNCs' headquarters were recorded into two main categories, which are North America and other regions, and results from data analysis did not find significant difference in perceiving the relationships between the 14 factors and MNCs' T&D provision to HCNs in China between these two categories. Future studies are recommended to investigate MNCs' T&D decision factors from different countries by further subdividing regions from several levels.

It is clearly that more empirical studies are needed to complete the understanding of the factors influencing the decision-makings regarding HCNs' access to T&D. Various research methodologies and analysis methods can be employed for future studies. Findings from this study were basically supported by quantitative statistical data through the instrumentation of an online self-completed questionnaire. A study using a qualitative or a mixed method is also recommended for further confirming the research findings and exploring additional findings. Data from this study were mainly measured by three analysis methods of descriptive statistics (frequency analysis), independent samples *t*-test

and Pearson's correlation coefficients (r), more possibilities may be explored through other analysis methods, which are also recommended in future studies.

- Summary

Employees' access to T&D is always critical to the success of any business. This study was expected to raise extensive attentions regarding the provision of T&D to host national employees working in the subsidies of MNCs. Findings of this study served as a basis for promoting the development in the study of relevant field. Undoubtedly, much work concerning the topic remains to be done.

APPENDIX A

SURVEY INSTRUMENT

Section I General information about your company

(Please provide the appropriate response)

第一部分贵公司的基本信息

（请提供适当的答案）

1. Please select the region in which your company's headquarter is located 请选出贵公司的总部所在区域:

a) North America 北美洲
b) South America 南美洲
c) Europe 欧洲
d) Asia (except China) 亚洲（除中国以外）
e) Africa 非洲
f) Australia 澳洲

2. How many years has your company established subsidiary or subsidiaries in China? 贵公司在中国设立分公司已经有几年了？ _____

3. Please estimate how many full-time and part-time people are currently employed in China by your company 贵公司目前在中国雇佣的全职员工和兼职员工的数量约为:

Full-time employees 全职员工: _____
Part-time employees 兼职员工: _____

4. Please indicate the range that best approximates your company's annual revenue in China (amounts in USD dollars) 贵公司每年在中国的营业收入约为（以美元为单位）: _____

5. Please estimate what percentages of total revenue in China does your company

spend every year in Training and Development for local Chinese employees? 贵公司每年为中国的当地员工提供培训与发展的费用约占其在中国每年的总营业额的百分之多少？ _____

Section II Assessment of factors that guide Multinational Corporations' Training and Development decisions for local employees in China

第二部分影响跨国公司对中国当地员工提供培训与发展决策的衡量因素

Key: 1 = Strongly Disagree; 2 = Moderately Disagree; 3 = Neither Agree nor Disagree; 4 = Moderately Agree; 5 = Strongly Agree

1 = 强烈反对； 2 = 反对；3 = 既不同意也不反对； 4 =同意； 5 = 非常同意

(Please read each item carefully and cycle the number of the response which best expresses your feeling)

（请认真阅读每一个选项并圈出最能表达您个人意见的回答）

Items 选项	**Strongly Disagree** 强烈反对	**Strongly Agree** 非常同意
RQ1: What factors do you think may motivate your company to provide Training and Development to local employees in China? *您认为什么因素可能促使您公司要给在中国的当地员工提供培训与发展？*		
1. Company's regulation required 公司规章制度要求	1 2 3 4 5	
2. Required by related law 相关法律要求	1 2 3 4 5	

3. The consideration of security, to prevent workplace accidents 考虑到安全因素, 为了避免工作事故	1 2 3 4 5
4. To inspire employees' working motivation and learning enthusiasm 为激发员工的工作积极性和学习热情	1 2 3 4 5
5. To maintain or improve employees' job satisfaction, loyalty and commitment to the company 为了维持或提高员工的工作满意度以及对企业的忠诚度	1 2 3 4 5
6. To improve employees' working performance by providing them new knowledge and skills 通过提供新的知识和技能以便提高员工的工作表现	1 2 3 4 5
7. To meet the needs of some special job skills 为了满足一些特殊工作技能需求	1 2 3 4 5
8. Training and Development is considered as one of the prerequisites for advancing employees 培训与发展是晋升员工的前提之一	1 2 3 4 5
RQ2: What factors do you think may hinder your company from providing Training and Development to local employees in China? *您认为什么因素可能导致您公司拒绝给在中国的当地员工提供培训与发展？*	
9. Cost of Training and Development 培训与发展的成本因素	1 2 3 4 5
10. Lack enough time and resource 没有足够的时间和资源	1 2 3 4 5
11. Consider that employees' experience and language skills for international communication are limited. 考虑到员工国际化交流的经验和语言技能不足	1 2 3 4 5
12. Fear of staff turnover 害怕员工跳槽	1 2 3 4 5
13. Fear that newly trained employees demand a promotion or pay rise 害怕培训后的员工要求升值或加薪	1 2 3 4 5
14. Corporate culture reflects an ignorance of Training and Development for Chinese employees 企业文化本身忽视了对中国员工的发展与培训	1 2 3 4 5

Section III Your Personal Background

(Please provide the appropriate response)

第三部分您的个人背景

（请提供适当的答案）

1. Your gender 您的性别:

   a) Female 女
   b) Male 男

2. Your year of the birth 您的出生年份: _____

3. How many years have you worked in current company? 您已经在目前的公司工作几年了？ _____

4. Which of the following titles most closely matches your job level? 以下哪一个职位最接近您的工作级别？

   a) The Owner of the company 公司的拥有者
   b) Chief Executive Officer (CEO) in China 中国区首席执行官
   c) Human Resource Director/Manager or Training Manager
      人事部主管/经理或培训经理
   d) Director of other department (except Human Resource Department)
      除人事部以外的部门主管
   e) Employee 职员

APPENDIX B

LETTER OF INVITATION

Dear Madam / Sir,

I am a graduate student of School of Management (ESG) from Quebec University in Montreal (UQAM). I am currently conducting a research project to understand the factors that associated with the provision of training and development for Chinese employees in multinational corporations. More specifically, this research aims to find possible factors that may influence multinational corporations' training and development decisions for their local employees in China.

As part of this research, I developed an online questionnaire consisting of several related questions, which will take approximately 5 minutes to complete: https://www.surveymonkey.com/s/XLC87D N. You are sincerely invited to take part in my research by sharing your opinions in this questionnaire. All answers are kept strictly confidential - only aggregate statistics will appear in the survey results. Your participation in this research is completely voluntary. There are no foreseeable risks associated with this study. However, if you feel uncomfortable answering any questions, you can decline to participate or withdraw from the survey at any point. It is very important for me to learn your opinions.

If you have any questions about this survey or the procedures, please feel free to contact me at +1-514-467-4434 or by email at xiang_jackie@yahoo.com.

Thank you very much for your consideration,

Best regards,

Wang XIANG (Jackie)

尊敬的女士/先生：

我是魁北克大学蒙特利尔分校（UQAM）管理学院（ESG）的一名研究生。我目前正在开展一个研究项目，旨在了解跨国公司对中国员工提供培训和发展的相关因素。更具体地说，该研究的目的是为了寻求可能影响跨国公司对中国当地员工提供培训和发展的决策因素。

作为这项研究的一部分，我在网上制作了一份有关的调查问卷，这份问卷大约需要 5 分钟就可以完成：https://www.surveymonkey.com/s/XLC87DN。在此，我诚挚地邀请您参与这项研究，并在该调查问卷中分享您的意见。您的所有回复将严格保密 – 并以统计数字的形式出现在调查结果中。该问卷属自愿性调查。不存在任何与该项研究相关的可预见风险。但是，如果该问卷中的问题令您感到不适，您可以拒绝参与或在任何时候退出调查。您的意见对该研究非常重要。

如果您对该问卷或程序有任何疑问，请随时与本人联系+1-514-467-4434 或发送电子邮件至 xiang_jackie@yahoo.com。

非常感谢您的考虑，

此致，敬礼！

向望

APPENDIX C

INSTRUCTION OF THE QUESTIONNAIRE

Survey of Multinational Corporations' Training and Development for local employees in China

跨国企业对中国当地员工的培训与发展调查表

Instructions: This is a questionnaire designed to gather data learning the issue of multinational corporations' training and development for local employees in China. The objective of this survey is to find possible factors that may influence multinational corporations' training and development decisions for their local employees in China. This survey is divided into three sections. The first section requests the general information about your company. The second section represents possible opinions that you may have to assess the factors guiding your company's training and development decisions for local employees in China. The third section requests that you provide some information about you and your background.

说明：这份调查问卷是针对有关跨国公司对中国当地员工的培训与发展事宜的信息数据收集。这份调查表的目的旨在寻求可能影响跨国公司对中国当地员工提供培训与发展的决策因素。这份问卷调查将分为三部分进行。第一部分询问有关贵公司的一些基本信息。第二部分列出了您可能认为的有关因素会影响您公司对中国当地员工提供培训与发展的决策。第三部分需要您提供一些有关您和您的相关背景信息。

**Obtaining feedback from you is vital to the review process. Your time in completing the following survey will be highly appreciated. It should take about five minutes of your time. Your responses are voluntary and will be fully confidential. Responses will not be identified by individual.*

*您的反馈对评审过程至关重要。非常感谢您参与完成这份问卷调查。这将花上您五分钟的时间。本次调查采用不记名方式，属自愿性调查并将严格保密。

APPENDIX D

INFORMED CONSENT

Informed Consent for the survey 问卷调查的知情同意书

Thank you for participating in this survey. Your feedback is important. Please answer the following questions as honestly as possible. These questions concern the issue of multinational corporations' training and development for local employees in China. The purpose of this survey is to help the researcher measure possible factors that may influence multinational corporations' training and development decisions for their local employees in China.

感谢您参与此次问卷调查。您的反馈相当重要。请尽可能诚实地回答接下来的问。这些问题涉及跨国公司对中国当地员工的培训与发展的相关事宜。这份调查问卷的目的是为了帮助调查者衡量可能影响跨国公司对中国当地员工提供培训与发展的决策因素。

There are no foreseeable risks associated with this study. Your participation is strictly voluntary and you may withdraw your participation at any time without penalty. All information collected will be used only for the research and will be kept strictly confidential.

该问卷不存在任何相关的可预见风险。您的参与是完全自愿的。您可以随时退出调查且这将不会受到任何惩罚。所收集到的所有信息仅将用于研究并予以严格保密。

If you have any questions regarding this research, please feel free to contact the researcher (Wang XIANG) at +1-514-467-4434 or by email at xiang_jackie@yahoo.com. For answers to any questions you may have about your rights as a research subject, please contact the Research Ethics Boards (CERPE):

如果您对该项研究有任何疑问，请随时与研究者 (向望) 联系：+1-514-467-4434 或发送邮件至 xiang_jackie@yahoo.com。作为一名研究对象，如您有任何涉及有关您的权利问题，您可与道德研究委员会（CERPE）联系:

Mr. Nicolas Riendeau / Nicolas Riendeau 先生

Associate Vice-Dean Research / 研究院副院长助理

Office of the Vice Dean of Research / 研究院副院长办公室

School of Management (ESG) / 管理学院（ESG）

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By clicking "Yes" below indicate that you have read and understand the above instructions and explanation of the research and you voluntarily consent to participate in this survey. If you do not wish to participate in this survey, please decline participation by clicking on "No" below.

点击下方的"是"表示您已经阅读并理解上述有关该研究的说明与解释，并自愿同意参与该调查问卷。如果您不愿意参与该调查问卷，请点击下方的"否"以表示拒绝参与。

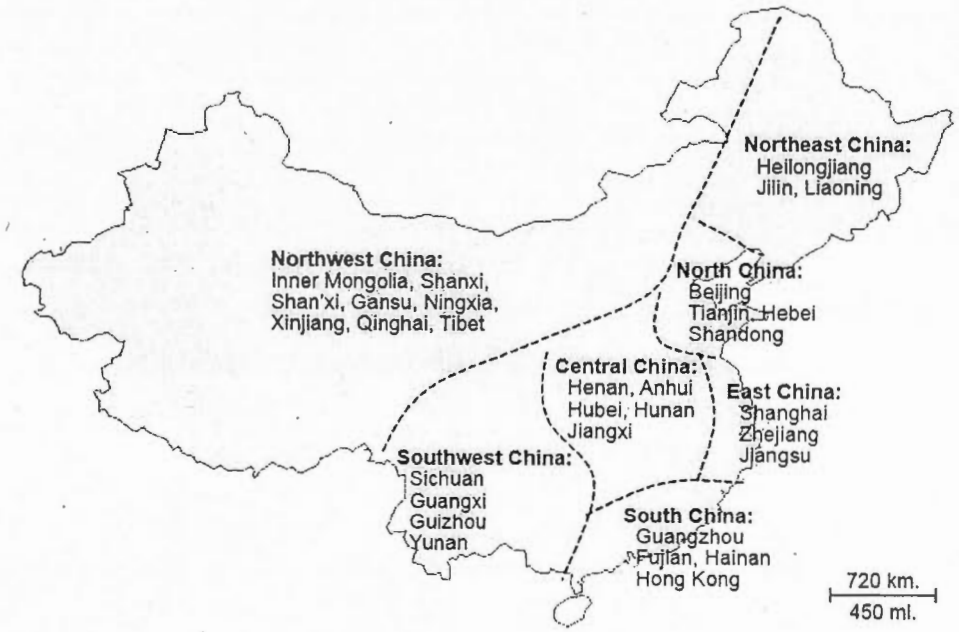
Do you wish to participate in this survey 您是否想参与本次调查问卷?

___ Yes 是

___ No 否

APPENDIX E

REGIONAL MAP OF CHINA



Source: Cui and Liu (2000)

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